

DIAS TIMES

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From the Editor's desk

The essence of a democracy is a free electorate

-Arlen Specter

India, a democratic republic, has been under the rule of Indian National Congress (INC) for most of the years since independence, with the largest opponent being Bharatiya Janata Party (BJP). Although the two parties have dominated Indian politics, some other parties have also made their presence felt, albeit at the regional levels.

INC's long stint has recently been marred by a series of scandals making it look either corrupt or incompetent and rudderless. India's rising inflation and sharp economic slowdown have further fuelled the anger and sentiments of the general public leading to the formation of "Aam Aadmi Party", led by Arvind Kejriwal, politicising the popular "India Against Corruption" movement that had been demanding a Jan Lokpal Bill since 2011.

The Congress party, which has led the central government for two terms, suffered a crushing defeat at the hands of BJP in the State Assembly Elections this year. In Delhi, the Congress' three time Chief Minister, Sheila Dikshit, had to suffer a demeaning personal setback by Arvind Kejriwal, whose one year old Aam Aadmi Party (AAP) along with BJP, dwindled the Congress votes to single digits in the 70-seat assembly.

In such a squat duration, AAP has put up a good show which commands appreciation from one and all. In its stunning debut, although AAP did not have a clear majority, still it has ensured that the ruling Congress stands decimated. It has to be seen that does it possess the mettle to sustain itself against the BJP. The domino effect of India's scrappy provincial politics will unquestionably epitomize the impending National Elections which are crucial for the nation from an economic viewpoint.

Amidst all this mayhem, India's stock market index soared to a record high and its recently volatile currency, Rupee, toughened to its strongest in four months against the U.S. dollar. Are the results a fallout of anti-incumbent public sentiments over corruption, slowing growth and stubborn inflation, with an alternative in the form of Modi as PM. ? But, the fact remains that none of the parties have the magic number 36 to take the reins. Will there be re-election as is proposed or a coalition?

The wave of change has been witnessed with the fate of parties being sealed through the record high voter turnout. Kudos to the public for showing their might! But, as quoted by Shashi Tharoor, "India is not, as people keep calling it, an underdeveloped country, but rather, in the context of its history and cultural heritage, a highly developed one in an advanced state of decay." How true will this statement be proved by our political parties? The mystery still remains to be unraveled.

Ruchi Gupta

Ruchi Gupta
Editor





DIAS

A Mission to Excel

Delhi Institute of Advanced Studies is a dynamic growth oriented Institution affiliated to Guru Gobind Singh Indraprastha University. Established by Shri Laxman Dass Sachdeva Memorial Education Society, the Institute is providing dynamic learning environment that is changing in response to the changing needs of society. The Institute seeks professional excellence through ethics, passion and perseverance. The guiding philosophy behind all academic activities of the Institute is to inculcate professionalism and to enhance the effectiveness of an organization.

Sh. S.K. Sachdeva, a well-known name in the educational world, is the Chairman of the Institute, Dr. S.N. Maheshwari, former Principal of Hindu College, Delhi University, is the Professor Emeritus and Academic Advisor and Dr. I. B. Singh is the Director.

The Institute runs the MBA and MCA programmes affiliated with GuruGobindSinghIndraprasthaUniversity. The credibility of education at the Institute is increasingly being realised and recognized by foreign universities as well as the

corporate world.

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

Academic

Contribution by Faculty

DR. S. N. MAHESHWARI, PROFESSOR EMERITUS & ACADEMIC ADVISOR, DIAS

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

BOOK

1. **Elements of Corporate Environment** : 1st Edition, 2013, for BBM, Bangalore University (Himalaya Publishing House Pvt. Ltd.)

MONOGRAPHS

1. **Financial Accounting-II**: for B.Com- 202, Second

Semester for "Institute of Distance and Open Learning, Gauhati University.(Vikas Publishing House Pvt. Ltd.)

2. **Financial Accounting**: for Bachelor of Tourism Studies, Second Semester, Mahatma Gandhi University, School of Distance Education, Kerala. (Vikas Publishing House Pvt. Ltd.)

Ms. N. Malati, Faculty, DIAS

1. Published paper titled, "**A Comparative Analysis of factors affecting Faculty's Intention to Stay at Post Graduate Diploma in Business Management (PGDBM) and GGSIP University affiliate MBA Institutions**" in Asian



Journal of Management Research, ISSN 2229 – 3795, Vol. 4, Issue 1, 2013, Pg. 197-207.

2. Published paper titled, **“An Empirical Study on the Impact of Cost on Faculty Attrition in Technical**

Institutions”, in American International Journal of Research in Humanities, Arts and Social Sciences , ISSN (Print): 2328-3734, ISSN (Online): 2328-3696, March-May, 2013, 2 (1) Pg. 69- 74

Placements

at DIAS

Amidst the highly turbulent and competitive environment, the placement season at DIAS was packed with a lot of placement activities even after the end of the academic session. Students have been sent to companies like Axis Bank, IndusInd Bank, Staples, Rural Management Consulting Pvt Ltd., Cosmic Structure Ltd, Mirus Solutions, Elements Manpower Solution and Litchi Knowledge Center. Many of our students are now a part of these new names which have been added to the list of recruiters.

The packages on offer have witnessed an uptrend this placement season with the highest package being 8.2L p.a. offered by S&P CAPITAL IQ. This quarter has made the total

placement figure reach 85% and the efforts to make it 100% are still continuing.

The placement of MCA final batch that started in August 2012 reached its peak in this quarter with approximately 80% getting good placements in IT industry. Companies like App studioz, U2opia Mobile, Beta Soft Sys and Eduvectors Solutions provided opportunity to students for placement.

All recruiters have expressed a deep sense of satisfaction with the quality of students being recruited and the excellent infrastructure at DIAS for teaching as well as conducting and managing large scale events.

New

Staff Members

We welcome the following new member to DIAS fraternity.

JOINED AS ASSISTANT LIBRARIAN

Ms. Chandrima Sheel

Ms. Sheel has joined the institute as Assistant Librarian. She has done B.A. (Eco. Hons.) from Punjab University. She has a diploma in Library and Information Sciences from Madras

University along with Post Graduation in the same field from Annamalai University. She has also done M. Phil from Sagar University, Madhya Pradesh. She has to her credit almost 10 years of experience at various positions in different institutes.



Activities at DIAS

“MEET THE CHEF” Show on NDTV

The students from DIAS participated in the popular show,

“MEET THE CHEF”, on NDTV GOOD TIMES on 23rd



March, 2013 under the guidance of Ms. Roma Jaitly. The show was featured by Chef Aditya Bal cooking some of his favourite recipes. The students participated as audience and got the chance to interact live with the chef during the cooking session and a chance to taste the dishes. It was an interesting and interactive experience for all the students.

“THE BIG FIGHT” show on NDTV

The MBA students from DIAS participated on the popular show, “THE BIG FIGHT”, on NDTV 24x7 on 5th April, 2013 under the guidance of Ms. Roma Jaitly. The show was

about the topic “The Novartis Verdict- Should cheaper drugs be the norm for affordable healthcare?” The show was anchored by Mr. Vikram Chandra along with



four panel members, Pratibha Singh, Sundeep Kumar, Leena Menghaney and Mihir Sharma, who were closely linked with the case and two, Sharmad Basheer and Peter J. Pitts from New York, were available through video conferencing, who helped steer the debate. Students participated as audience in the debate and were interactive to express their opinion on the topic. It was a very knowledgeable, informative and enlightening experience for all the students.



VISIT TO CRESTECH SOFTWARE SOLUTIONS PVT. LTD.



In order to provide corporate exposure to MCA students, an industrial visit was organized by DIAS to CresTech Software Solutions Pvt. Ltd., Noida on 22nd April 2013. The students of MCA II and IV semesters were accompanied by Ms. Tripti Mishra, Ms. Disha Verma, Ms. Dimple Chawla and Ms. Somya Khanna, Faculty, DIAS.

CresTech is an industry leader in Outsourced Software Testing Services providing Consulting, Resourcing, Training and Products to the small, medium and big enterprises that help them in improving their Testing Processes, and Delivery Quality. CresTech implements Quality and Testing Solutions for the Clients in order to meet their timelines, budget and quality goals. CresTech's software testing services span across domains of Banking and Finance, Insurance, Media & Entertainment, Telecom, Mobile etc.

After a brief introduction, Mr. Naresh Gupta, Lead Software Tester at CresTech gave the presentation, wherein he talked about the fundamentals of testing and explained that although testing is an integral part of SDLC, emphasis is given to keep it independent from development. He pointed out that in the

past, software testing was merely executing a series of steps manually and punching various key strokes as an attempt to break the application and testing was carried out after development was over. But, today, this has changed and the software testing activity starts right from the requirement definition stage and continues till the last stage. Further, he highlighted that manual testing is being replaced by automatic testing. In later part of the discussion, Mr. Ashwini Kumar, using various job portals, demonstrated that the number of jobs available in the market is 4 times that for a software developer. He gave an insight into job opportunity available for the students in software testing area and a certification in testing will give an edge to the students' long term career.

The session ended with question answer session that helped in enlightening the knowledge base of the students. The queries of the students, meant to correlate theoretical learning with practical realities, were handled effectively and the increasing job opportunities in this field created a great interest among the students. The visit was very fruitful as students got acquainted with the aspects of software industry other than development.



KUDOS

We congratulate the following students of DIAS for their commendable performance in the area of research.

TITLE	NAME	CONFERENCE DETAILS
“Green Database”	Varun Chauhan Sumit Jain	CTICON- 2013 - International Conference on "Diversifying Trends In Technology And Management" held on 6-7th April 2013 at IIT Delhi
“E-business : Problems and Solutions in India (Akosha Case study)”	Varun Chauhan Pranav Kharbanda	National Conference on "Information And Communications Technology For Competitive Advantage" held on 26th April 2013 at USMS, Delhi
“Email Marketing : Pro's , Con's , Look-in's and Recommendations in India”	Varun Chauhan Parul Manchanda Gunjan Jain	National Conference on "Information And Communications Technology For Competitive Advantage" held on 26th April 2013 at USMS, Delhi

DIAS TIMES ADVERTISEMENT RATES*

Particulars	Per Insertion	Per Annum
Full Back Cover	15,000	50,000
Inside Front	13,000	45,000
Inside Back	12,000	40,000
Full Page	8,000	30,000
Half Page	6,000	20,000
Quarter Page	4,000	15,000
Annual Subscription :	₹ 500/-	Quarterly : ₹ 150/-

*Subject to change without prior notice.



FACULTY DEVELOPMENT PROGRAM on “RUBRICS OF ANALYTICAL MANAGEMENT RESEARCH”



“Research is formalized curiosity. It is poking and prying with a purpose”- Zore Neale Hurston

Current era is influenced by the culture of thinking out of the box, big and new. Gone are the days when businesses and organisations used to think to just survive. Today, 'surviving business' has been replaced by 'thriving business'. Research has become indispensable. Also, it has become imperative to have deep insight and coherent picture of the field to develop and disseminate ideas and thoughts.

Data analysis techniques enable individuals to create



knowledge and support their decision making effectively. In the present scenario, managers and decision makers should be well versed with the core philosophy of statistics, research methodology and data analysis using SPSS to perform investigation and test its statistical relevance and significance.

Delhi Institute of Advanced Studies, in cognizance with the need to elaborate and provide insight on this aspect, organized a Faculty Development Program on “Rubrics of Analytical Management Research” on 10th and 11th June, 2013.



The two days' workshop aimed at familiarizing the participants with simple and exhaustive ways of data analysis



through interactive and practice based sessions along with theoretical framework. The participants were provided with the knowledge of collection of data, generation of questionnaires and various issues involved in data research analysis along with hands on SPSS software.

The program commenced with the welcome address by Dr. S.N. Maheshwari, Professor Emeritus, DIAS to Resource Person, Dr. C.R. Darolia, Professor & Chairman, Department of Psychology, Kurukshetra University and Dr. I.B. Singh, Director, DIAS.



The first day saw detailed discussion on fundamentals of management research and application of t-test, z-test and ANOVA.



Deliberations on correlation, regression, chi-square and other non-parametric tests were carried on during the second day of the FDP.

The program was interactive with the active partaking of the participants.



The two day FDP concluded with a valedictory session along with distribution of certificates to the participants.



Ms. Anju Batra, event co-ordinator, extended her vote of thanks by expressing her gratitude towards the resource person and the participants for their support in making the event a success.



FACULTY DEVELOPMENT PROGRAM ON 'DATA MINING AND SEMANTIC WEB'

Faculty Development Programme
"DATA MINING AND SEMANTIC WEB"
 14th and 15th June, 2013
 Organized by:
DELHI INSTITUTE OF ADVANCED STUDIES
 (An ISO 9001 : 2008 Certified Institution)
 (Approved by AICTE & Affiliated to GGSIP University)
 Plot No. 6, Sector-25, Rohini, Delhi-110 085

A 2-day FDP on 'Data Mining and Semantic Web' was organized on 14th-15th June 2013 at Delhi Institute of Advanced Studies. The participants included academicians from esteemed institutes and researchers. The workshop aimed at highlighting the research aspects in the areas like Semantic Web, Text Mining, Web Mining and Data Mining.



It also explored Matlab (toolbox for data mining), Weka and Web Mining tools like Rapid Miner, used to extract source data and load it into target after transformation.

The program commenced with the inaugural session wherein Dr S N Maheshwari, Professor Emeritus and Academic Advisor, DIAS and Dr. I.B. Singh, Director, DIAS introduced the resource person, Dr. Niladri Chatterjee, Professor, Department of Mathematics, IIT Delhi.



The first day of the program started with an introduction to the Semantic Web by Dr. Chatterjee. He gave a brief introduction about Semantic Web and also discussed about standards like Resource Description Framework (RDF) and RDF Schema to describe various resources on web. He also





enlightened the audience by providing them the roadmap for future research in Semantic Web.

During the post lunch session, Dr Suraiya Jabin, Asst. Professor, Jamia Millia Islamia elaborated on Data Mining using Machine Learning techniques, Artificial Neural Network and various algorithms like Iterative Dichotomiser 3, Genetic Algorithm etc. A practical session on Weka was done where Data Mining using Weka was delivered.



Dr Muhammad Abulaish, Head & Associate Professor, Department of Computer Science, Jamia Millia Islamia, the resource person for the second day of the FDP, elucidated upon the concepts of Web Mining for Namesake Profile Disambiguation.



During post lunch session, Dr Abulaish talked about Profile Aliasing and also provided hands on Rapid Miner , Matlab

(Web Mining Toolbox) and showed a way for future research in Web Mining.



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



Ms Barkha Bahl, Event Incharge, extended her vote of thanks. The program was very enriching and useful as participants gained in depth knowledge of the Rapid Miner tool and various researches going on in Web and Text Mining area.



THE LATEST BUZZ

MANAGEMENT

MARKETING BUDGETS AND STAFFING LEVELS RISING WORLDWIDE

The outlook for marketers worldwide continues to strengthen, according to data from Warc's Global Marketing Index. The headline GMI, a metric that combines trends observed in marketing budgets, trading conditions and staffing levels, has recorded month-on-month improvement, with marketers in the Asia-Pacific region registering the strongest improvement in outlook.

The GMI is a monthly indicator of the state of the global marketing industry composed of three components: marketing budgets, global trading conditions and staffing levels. A GMI reading of 50 indicates no change and a reading of over 60 indicates rapid growth.

Key budget-related findings for February 2013 include:

- Marketers in the Asia-Pacific region registered an increase for the first time in four months with the index rising 2.2 points in February, to 50.3.

- Marketing budgets are still being cut across Europe, but the European index recorded a value of 48.8 in February, up 2.6 points from the previous month.

- Digital channels excluding mobile (74.5) and mobile (68.6) continue to attract rapidly increasing investments, though both recorded slight month-over-month drops in index value, falling 0.5 and 1.3 points, respectively.

- TV gained marginally, up 1.1 points, to 48.8 in February, but continues to register a net budgeted spend decline.

- Radio also recorded a month-over-month improvement in index value, to 42.4 in February, but investment continues to shrink at a rapid rate.

AIMA MANAGING AWARDS 2013

As reported in Economic Times dated 15th April 2013, All India Management Association addressed the eminent personalities from varied fields at the AIMA Managing Awards 2013 to applaud the outstanding work done by individuals and Institutions. The following were the stewards of the event.

S. No.	NAME	DESIGNATION	COMPANY	AWARD
1	Pawan Munjal	Managing Director and CEO	Hero MotoCorp. Ltd.	Business Leader of the Year
2	Mukesh D Ambani	Chairman and Managing Director	Reliance Industries Ltd.	Entrepreneur of the Decade Award
3	Prannoy Roy	Executive Co-Chairperson and Editor-in-Chief	NDTV	Outstanding Contribution to Media Award
4	Shyam S Bhartia Hari S Bhartia	Chairman & Founder	Jubilant Bhartia Group	Entrepreneurs of the Year
5	B. P. Rao	Chairman & Managing Director	BHEL	Outstanding PSU of the Year
6	Bhaskar Bhat	Managing Director	Titan Industries Ltd.	Transformational Business Leader of the Year
7	Karl Slym	Managing Director	Tata Motors Ltd.	Indian Multinational of the Year
8	Vivek Jain	Managing Director	Gujrat Fluoro Chemicals Ltd., Inox Group	Emerging Business Leader of the Year



ISSUE OF NEW GUIDELINES ON CSR FOR CPSEs

The provisions relating to corporate social responsibility (CSR) in the Companies Bill, 2011 are largely in the nature of CSR spending. While the Bill is pending in Parliament, the Department of Public Enterprises has proceeded to issue a revised set of "Guidelines on Corporate Social Responsibility and Sustainability for Central Public Sector Enterprises" effective from April 1, 2013.

Unlike the Companies Bill and also the previous version of the guidelines applicable to central public sector enterprises (CPSEs) which focused largely on external stakeholders and CSR spending, the new version of the guidelines emphasizes CSR as a way of life and as an integral part of the operations and business of the company. While the current debate in India equates CSR with corporate philanthropy, the new guidelines for CPSEs do more than that and require companies to follow ethical systems and sustainable management practices.

The guidelines contain detailed provisions on the manner in which CPSEs can carry out their CSR practices, which also mandate every CPSE to carry out a minimum number of external projects for development of a backward district that has the potential of contributing significantly in the long run to socio-economic growth in all the backward regions of the country.

It is not clear whether there is adequate data to determine the success of implementation of these efforts by CPSEs in the past but, by imposing higher standards of social responsibility and sustainability on public enterprises, the Government is sending a strong signal to the private sector regarding the importance of CSR in India.

CEO PAY BASED ON SELF-SERVING MYTH

The argument that "Stratospheric levels of CEO pay are justified by the need to compete for top talent in a global marketplace" is nothing more than a "self-serving myth", with foreign poaching of CEOs accounting for less than one percent of CEO appointments among the world's top 500 companies.

A new study of international CEO mobility by the UK-based High Pay Centre has found that just four chief executives out of 489 were poached while they were CEOs of another company in a foreign country – representing just 0.8 percent

– while only one CEO was poached while heading a company in another continent.

The report, "Global CEO Appointments: A Very Domestic Issue", examined CEO appointments among the Fortune Global 500, finding that eight out of 10 CEO appointments are made internally and a mere 6.5 percent (32 in total) of current CEOs were poached from another company while serving as a CEO. In North America, Japan, Latin America and Eastern Europe, no CEOs were appointed from outside the country in which the company is based.

Huge executive pay packets can no longer be justified on the basis that there is a competitive international market for chief executives. For the vast majority of these top executives, their priority is to develop the organisation and its people, and turn the business into a world leader. Shareholders should be wary of the person who is incentivised purely by the bonus, because this is what led to the financial crisis.

GOVERNMENT MEASURES TO ARREST WIDENING CURRENT ACCOUNT DEFICIT

The current account deficit, which represents the difference between inflows and outflows of foreign currency, had widened to 4.2 per cent of GDP in 2011-12, and had touched a record high of 5.4 per cent of GDP in July-September. It is matter of worry as it is increasing the dependence on foreign investment and thereby posing a challenge to economic growth. To arrest widening CAD, a number of measures have been taken by the government lately, which may boost exports and lower gold imports.

- Announcement of extension of interest subvention scheme for select employment oriented sectors up to March-end 2014 and introduction of pilot scheme of 2 per cent interest subvention for project export through Exim Bank of SAARC region.
- Enhancement of the customs duty on gold and platinum from 4 per cent to 6 per cent in January 2013 to lower the import of gold.
- Proposal to provide link between the Gold Exchange Traded Fund (ETF) and the gold deposit scheme with an objective to release a part of gold physically held mutual funds under Gold ETF.
- Incorporation of new security features in banknotes by RBI to check the menace of fake currency notes.
- Introduction of a federal budget that makes aggressive revenue assumptions scales back spending in the upcoming fiscal year.



The Government aims to contain its fiscal deficit within 4.8 per cent of GDP in 2013-14.

GOOGLE UNVEILS SERVICE TO MANAGE DIGITALAFTERLIFE

Google unveiled a service designed to manage one of the most troublesome problems of digital life — how to deal with the accounts of people who die.

Called the Inactive Account Manager, the service offers users of Google's Gmail, Drive, Google+, Picasa and other Google services an easy-to-use template that specifies what should happen in the event they die or become inactive for a specified period of time.

The service is found in users' account settings page. It allows users to choose whether to have their data deleted or made available to specified trusted contacts.

Users can specify whether they want the service to take effect after three, six, nine or 12 months of inactivity. They can also specify different actions for different services such as giving an attorney power to go through emails and granting family members access to pictures in Picasa.

Before the system cuts in, Google will notify account holders via text message and email to a designated address.

It is hoped that this new feature will enable the users to plan their digital afterlife — in a way that protects their privacy and security — and makes life easier for their loved ones after they're gone.

NATURAL CAPITAL ACCOUNTING TO CHANGE THE WAY BIG COMPANIES DO BUSINESS

Increasingly scarce resources, growing competition for those resources and population growth are some of the factors prompting companies to look at valuing and protecting natural capital. Companies have started considering the value of natural resources in making business decisions, a practice that will become increasingly important as those resources become further constrained. The practice, called natural capital accounting, is a way for companies to accurately assess and manage risk, maintain their social licence to operate, manage or lower operating costs, and secure a competitive advantage. Companies including Coca Cola, Disney, Miller-Coors, Xerox, and Puma have started working on natural capital accounting.

INFORMATION TECHNOLOGY

MICROSOFT WINDOWS AZURE

Windows Azure is Microsoft's cloud application platform, which can be used to build a web application that runs and stores its data in Microsoft datacenters. It can connect on-premises applications with each other or map between different sets of identity information. Rather than providing software that Microsoft customers can install and run themselves on their own computers, Windows Azure is a service: Customers use it to run applications and store data on internet-accessible machines owned by Microsoft. Those applications might provide services to businesses as well as consumers.

Windows Azure uses a specialized operating system, called Windows Azure, to run its "fabric layer" — a cluster hosted at Microsoft's datacenters that manages computing and storage resources of the computers and provisions the resources (or a subset of them) to applications running on top of Windows Azure. Windows Azure has been described as a "cloud layer" on top of a number of Windows Server systems, which use Windows Server 2008 and a customized version of Hyper-V, known as the Windows Azure Hypervisor to provide virtualization of services. Scaling and reliability are controlled by the Windows Azure Fabric Controller so the services and environment do not crash if one of the servers crashes within the Microsoft datacenter and provides the management of the user's web application like memory resources and load balancing.

HPCC TAKES ON HADOOP'S BIG DATA DOMINANCE

Hadoop is everywhere, but a strong competitor is making headway in the market. The expression "big data," is now frequently associated with the word "Hadoop." That is because the underlying technology that has made massive amounts of data accessible is based on the open source Apache Hadoop project. But there is a Hadoop competitor that in many ways is more mature and enterprise-ready: High Performance Computing Cluster.

HPCC Systems is a spinoff from data services company Lexis Nexis that has been powering the company's massive \$1.5 billion data-as-a-service (DaaS) business since the early 2000s. Like Hadoop, HPCC is open-sourced under the Apache 2.0 license and is free to use. Both, likewise leverage



commodity hardware and local storage interconnected through IP networks, allowing parallel data processing and/or querying across the architectures. This is where most of the similarities end.

HPCC has been in production use for more than 12 years, though the HPCC open source version has been available for only a little more than a year. Hadoop, on the other hand, was originally part of the Nutch project that Google put together to parse and analyze log files and wasn't even its own Apache project until 2006. Since that time, though, it has become the de facto standard for big data projects, far outpacing HPCC's 60 or so enterprise users. Hadoop is also supported by an open source community in the millions and an entire ecosystem of start-ups springing up to take advantage of this leadership position.

TABLET SUPPORT WILL BE IT'S NEXT CHALLENGE

As tablets become more common in the workplace, research shows an increasing need for IT professionals to support their use. More than 20 percent of U.S. employees ask to use a company-owned tablet, the most of any country globally, as analysed by the survey conducted by Cisco.

Additionally, U.S. senior executives are more likely than their peers in other countries to be issued a tablet. Those in the U.K. are least likely to get one.

Despite having the most experience managing tablets, the study has found that IT professionals in the U.S. are the most concerned about securing them. Three-quarters of the IT managers surveyed in the U.S. said new rules must be established around tablet security and device usage.

Worldwide, 75 percent of IT managers believe work-issued tablets must have email and document-sharing capabilities. Other services needed for a business tablet include video conferencing, instant messaging, access to company databases and seamless synchronization with other business devices.

Mobile workers and virtual work spaces are here to stay — but so are the demands on IT to continue to ensure enterprise-grade security, manageability and interoperability.

With personal tablet use increasing rapidly, many businesses are seeing employees using their own devices on the job. But

many are doing so without the consent of their employer. That can cause a number of problems for businesses, including the inability to access company servers securely and the diversion of IT staff's attention from other important projects. The study was based on surveys of 1,500 IT managers and executives in the U.S., Canada, U.K., France, Germany and Spain.

VIRTUAL AND REAL WORLD COMING TOGETHER THROUGH MOBILE PHONES

It is amazing when you look back over the 60+ years of the computing revolution and see how far we have come in such a relatively short time. The first electronic programmable computers, built in the 1940s, were essentially really fast electronic calculators. Then mainframe came, the PC, the Internet and social networking. Today, we're entering the era of cognitive computing—machines that help us think.

IBM's Watson marks a turning point. The former Jeopardy! TV quiz show champ is now reading millions of pages of medical text in preparation for healthcare. But, while Watson can understand and learn from its interactions with data and humans, it is just a first step into a new era of computing that is going to produce machines that are as distinct from today's computers as those computers are from the mechanical tabulating devices that preceded them. A host of technologies are coming that will help overcome our limitations and will transform the way we interact with machines and with each other.

Within the next five years, the mobile device will distinguish fabrics, textures and weaves so that a sweater, jacket, or upholstery can be felt right through the screen.

People at IBM Research think that in the next five years that the mobile devices will bring together virtual and real world experiences to not just shop, but feel the surface of produce, and get feedback on data such as freshness or quality.

It is already possible to recreate a sense of texture through vibration. But those vibrations haven't been translated into a lexicon or dictionary of textures that match the physical experience. By matching variable-frequency patterns of vibration to physical objects so, that when a shopper touches what the web page says is a silk shirt, the screen will emit vibrations that match what our skin mentally translates to the feel of silk.



Scholastic | Impressions

MANAGEMENT

DO BOARD INDEPENDENCE AND CEO DUALITY MATTER IN FIRM VALUATION? - AN EMPIRICAL STUDY OF INDIAN COMPANIES

M D Saibaba

Agency relationship manifests in different forms amongst different stakeholders of a firm. Agency relationships exist within the firm between senior executive management and employees depending upon its organizational complexity.

The firm, through its board, has an agency relationship with the community that encompasses other responsibilities. Boards form an important link in the Corporate Governance mechanism. One of the most accepted features of good governance has been board independence and it is beneficial for the firm.

The value of the firm is also affected by another Corporate Governance mechanism, CEO duality; executive director performing the dual roles of Chairman and CEO. Two contrasting theories, agency theory and stewardship theory provide different viewpoints about CEO duality. Boards form the core aspect of value creation in a firm. There are again, diverging views about the board size.

Recent regulations across the world have emphasized the formation of separate committees such as audit committee and remuneration committee, comprising board members. If due diligence is to be effectively exercised, then overlapping of roles is to be minimized which requires larger board size.

Regression analysis performed on the data of companies listed in BSE 100 index suggests that in the Indian context, the firms with large board size have better valuation.

The results regarding CEO duality are inconclusive, implying that it does not matter much whether the Chairman of the firm is a CEO or not. Also, the relationship between board independence and firm performance is inconclusive

suggesting that the overall compliance regarding board independence may not produce valuation gains.

Ms. Balwinder Kaur, Faculty, DIAS
(For full text, please refer to, The IUP Journal of Corporate Governance, Vol. XII, No. 1, January 13, Pg. No. 50-67)

CORPORATE GOVERNANCE: NEED FOR A CHANGE IN THE MINDSET

Dr. S. D. Israni

Corporate governance refers to the set of systems, principles and processes by which a company is governed. They provide the guidelines as to how the company can be directed or controlled such that it can fulfil its goals and objectives in a manner that adds to the value of the company and is also beneficial for all stakeholders in the long term. Stakeholders in this case would include everyone ranging from the board of directors, management, shareholders to customers, employees and society. The management of the company hence assumes the role of a trustee for all the others. "Kakahkrishnapikah Krishna Kobhedopika kaka yo? Vasantarituey, Kakahkakah, Pikhapikaha"

The crow is black, and the cuckoo is also black, it is very difficult to make out a difference between the two? Well, when spring arrives, it's easy to tell who is the crow and who is the cuckoo. It is only when cases like SATYAM happens that we come to know who is the crow and who is the cuckoo; otherwise all of them keep on insisting that they are cuckoos.

A business to be carried on ethical lines necessitates the change of mindset of all the parties involved in the governance, in order to realize the desired goals of corporate governance.

a) Mind set of the Government

The authorities should change this perspective that they need to control every thing. Inappropriate laws need to be thrown out from the statute book and greater clarity and stability be brought into the applicable laws. Fewer laws with effective and speedy implementation should be the motto and not too



many laws with lax implementation. There is a strong need to bring back the fear of law in the citizens; be they politicians, civil servants and police, judicial employees or ordinary citizens; all should develop healthy respect for the institutions with swift punishment for the guilty as the norm.

b) Mindset of Corporate Managements

The mindset of the businessmen that he needs to control from the top with the profit as only motive needs to change. It is time for the Indian businesses to realise that taking public funds for private business cannot be merely a private affair. Therefore, it is high time that the promoters realize that companies are not meant merely to enrich their own pockets, but they have a larger purpose to achieve.

c) Mindset of Professionals

In the new system of corporate governance, working and practising professionals like Company Secretaries and Chartered Accountants have a very significant role to play. It would not be out of place to state that much is expected of these two professions in achieving the economic goals of the country through the corporate sector.

Nobody in the corporate sector can refute that business should be conducted ethically with a view to do a greater good of the society at large, with professionals performing their roles in the management of the company. However, at the same time there is an onus on other players as well, particularly the Government. The widespread corruption poses a serious challenge for a company while dealing with public authorities and government departments. It will be impractical to expect the corporate sector to perennially be a lotus even as it tries to keep itself afloat in all the filth around it. If such a scenario continues, not too many lotuses will be there to bloom resulting in all the avoidable gloom.

Ms. Taru Baswan, Faculty, DIAS
(For full text, please refer to Chartered Secretary,
Vol.XLVII, No.11, November 2012, Pg No: 1383-1386)

IMPACT OF FOREIGN DIRECT INVESTMENT ON GDP

FDI is an important catalyst for the growth of Indian economy. Recently FDI has become the hot issue with government allowing FDI in retailing and increasing the FDI cap in insurance sector from 24% to 49%. Developing countries like India need substantial foreign inflows to achieve the required investment to accelerate economic growth and Development. This paper is an attempt to study the FDI

distribution in India and to find the relationship between FDI inflows and GDP.

The study establishes that inflow of FDI has a significantly positive impact on GDP of India since 1990-91. Till 1990s it was observed that very small proportion of FDI was contributing towards GDP of India due to slow growth of foreign exchange and industrialization. Later it was analyzed that the rate of growth of FDI inflow is more rapid than growth of GDP in India. According to last year investment result, FDI constitutes around 50% of GDP thus Mauritius, Singapore, and the US and the UK were among the leading sources of FDI in India. Further Maharashtra (also includes Dadra & Nagar Haveli, Daman & Diu) is the state that received highest FDI inflows i.e. Rs. 2,41,228 crores from April 2000 to January 2012. It constitutes 34% of India's total FDI inflows followed by Karnataka i.e., 20%, Gujarat 6% and so on. Also, the sector that received maximum contribution of such foreign investment in service sector having 20% of FDI i.e., Rs. 1,43,878 since April 2000 till date. Hence, FDI is a tool that provides an inflow of foreign capital and funds, investment in addition to an increase in the transfer of skills, technology, and job opportunities in developing countries.

Ms. Neetu Chadha, Faculty, DIAS
(For full text, please refer to SAARANSH, RKG Journal of
Management, Vol. 4, No. 2, January 2013, Pg No- 27-31)

IMPACT OF PROMOTIONAL CAMPAIGN FEATURING KIDS ON THE PURCHASE BEHAVIOUR OF CUSTOMERS

Garima Malik and Abhinav Gupta

Advertisement has become a media for making a product popular in a short period of time. With the visual media becoming popular, kids are being increasingly used in marketing communication in India by marketers to lend personality to the products of the companies. The present study explores the impact of kids' endorsement on the purchase behaviour of the consumers. Questionnaire method has been used to analyse the data collected from 100 respondents mainly from NCR and Jaipur respectively in January-February 2013. ANOVA, regression, correlation and Chi-square test have been used for analyzing the data. The result shows that children do not majorly influence the purchase decision of the consumers. Also there is no relation between marital status and influence of children on the purchase decision of respondents.

Ms. Sakshi Saxena, Faculty, DIAS
(For full text, please refer to The IUP Journal of Marketing
Management, Vol.XII, No.1, 2013)



CREATING AN OPTIMIZED ORGANIZATION

Dr. Ganesh Sharman and Bhriugu Joshi

While it is important to explore individual dimensions of the organizational framework to identify avenues of optimization, It may be observed that the real opportunity for optimization is locked in the way these dimensions interact with each other.

The global economy uncertainty has unleashed a wave of unprecedented challenges for the world's economic order. Organizations can no longer take the liberty to underutilize their own capabilities. Organizations will need to devise means to consolidate their dispersed capabilities to provide unparalleled value to customers at reasonable cost..

Key avenues of optimization may be explored around the four dimensions of organizational framework, i.e., structure, workforce, processes and technology and it may be observed that the real opportunity is locked in the way these dimensions interact with each other.

The identified avenues can be leveraged in an arrangement in which the organizations ensure efficient and effective deployment of existing resources, wit adequate utilization, for capability maximization. Such an arrangement is called as delivery model. These models define the nature of interactions among the structure, workforce, processes and technology and also help realize the intended synergies that may arise in the interaction among them. The key delivery models are Shared Service Model, Self-services model, Outsourcing model, hybrid model

Thus, with the organizations entering the new age of economic uncertainties, competing by capability maximization may become the new name of the game. The tough challenge is to identify, synergize, and leverage dispersed capabilities within the organization and the ability to do so may be the key source of competitive advantage in the current times.

Ms. Shilki Bhatia, Faculty, DIAS
(For full text, please refer to Human Capital, January 2013, Vol.16, No.8, Pg No.49-53)

**WOMEN IN TECHNOLOGY
EMPIRICAL ANALYSIS OF ROLE CONFLICT**

B. Aiswarya and G. Anandsurdarana

Work and family are two major domains which are important in one's life. With changes in the societal demographics,

more women are entering the labour force. Hence carrying out the dual roles often leads to work family conflict for both men and women. This has forced organizations to take proactive measures to safeguard the employees well being.

The current study was carried out in the BPO sector where about one fifth of the female employees are at the managerial levels or above.

The authors stated that the work life conflict is a form of interrupter conflict in which the role pressures from the work and family domains are mutually incompatible in some respects of work.

Some causes for the conflict were identified as organizational commitment, organizational climate, work exhaustion, work thought entrepreneur, work & family demand, job autonomy, job involvement and family involvement.

The population referred to is women employees in IT & ITES firms located in Chennai city. The reliability of variables was checked and exploratory factor analysis was undertaken.

For comprehending the significance of influence and the level of influence, step wise regression was employed. The role conflict was further divided according to time, strain and behavioral aspects for each of the identified variables.

It was found that the time dimension of work family conflict was influenced by work exhaustion, work thought entrepreneur and perceived work load, and the highest level of influence amongst these was contributed through work exhaustions.

The study further stated that organizational commitment, organizational climate, family demand, family involvement, job autonomy and job involvement are not considered as the major causes for the occurrence of work life conflict. The authors provide a useful insight to the practicing managers.

Ms.N. Malati, Faculty, DIAS
(For full text, please refer to International Journal of Business Insights and Transformation, Vol 6, Issue Oct – March 2013, Pg. No. 96-99)



INFORMATION TECHNOLOGY

IMPROVING THE STUDENT'S PERFORMANCE USING EDUCATIONAL DATA MINING

K.Shanmuga Priya and A.V.Senthil Kumar

Education is an essential phase of student's life. The focus of this paper is to derive a way to improve the student's overall performance. The discovery of knowledge that is extracted from the end semester is one of the methods for improving the quality of higher education. In the higher education, the analysis on enrolment of student's performance in a particular course, the student talent, confidence, studies and ethic helps to get more knowledge. In this research, the data classification and decision tree techniques are used which helps to improve the student's performance in a better way. But, the inclusion of extracurricular activities with the above data mining techniques makes quality of education most proficient. This type of approach gives high confidence to students in their studies. This method helps to identify the students who need special advising or counseling by the teacher which gives high quality of education.

The technique used for research is ID3 algorithm for decision tree. The ID3 algorithm was invented by Ross Quinlan. It is a precursor to the C4.5 algorithm. The data set is created using this ID3 algorithm. This algorithm classifies the data using attributes and thus creates the smallest possible decision tree. ID3 follows the Occam's Razor Principle. The data set under consideration was obtained from M.Sc IT department of Information Technology 2009 to 2012 batch, Hindustan College of Arts and Science, Coimbatore. First 50 students data was taken as sample and errors were removed. The eight parameters for analysis were Overall Semester marks, Class Test, Seminar Performance, Communication Skills, Paper Presentations, Attendance, Practical Lab & End semester Marks. The measurement of homogeneity or heterogeneity of data in the dataset is based on classes.

The data table which consist of more than several classes are known as heterogeneous or impurity of table. There are several ways to measure impurity of table impurity in the tables. But the well used are method is entropy, gini index and classification error. The impurities were measured in dataset using entropy and thus handled. There after ID3 algorithm was implemented to create decision tree for further analysis.

The attribute Overall Semester Marks (OSM) had the maximum gain value, so it was the root node of the decision tree. The calculations were done until all the data classification was done and all the given attributes were taken care of. The main focus of this research paper is to improve the student's performance in an efficient way by using Classification Technique in Data Mining.

Ms. Disha Verma, Faculty, DIAS
(For full text, please refer to International Journal of Advanced Networking and Applications Volume 04, Issue: 04, February 2013, Pg. 1680-1685)

MOBILE AGENT- BASED EVENT-DRIVEN WIRELESS SENSOR NETWORK (MAEDWSN) IN RING FRAME MACHINE

G Sundari and P E Sankaranarayanan

Continuous monitoring of production of yarn is an important process requirement for good productivity in a ring frame machine in textile industry. Currently, a wired network is used in a spinning machine to detect yarn breakage. Using the wireless communication, if used, can however remedy the cabling issues with traditional monitoring system usage and significantly reduce the maintenance costs. So, collecting the data on yarn breakages using an appropriate Wireless Sensor Network (WSN) has been taken as a research problem in this work.

The paper describes a method in which a mobile agent communicates wirelessly with the sensor network to collect the yarn breakage data which would serve the mobile end-user. With a view to reducing the energy consumption of the sensors and the end-to-end delay, a new approach, viz., Mobile Agent- Based Event-Driven Wireless Sensor Network (MAEDWSN), has been proposed. In this scheme, a new residual energy-based cluster creation algorithm for dynamic selection of the cluster head has been proposed to save the energy constrained sensor nodes.

The sensor nodes network, positioned in the ring frame are grouped into a set of clusters with port address assigned. Each sensor node in the network monitors for yarn breakage and produces the output '1' or '0' accordingly. When the sensor nodes find the change in the state of the sensed output from '1' to '0', called and 'event', viz., yarn breakage, it immediately informs its port address to its cluster head (CH). In this approach, the mobile agent on being dispatched from



the base station visits only the cluster heads, not the member sensor nodes and collects the port addresses of the nodes in which yarn breakages have occurred. The mobile agents are dedicated written programs for the retrieval of data from the cluster heads of the sensor network.

An attempt has been made using mobile agent middleware called **Java Agent DEvelopment** framework (JADE) which facilitates the agent development. The collected yarn breakage data by the mobile agent has also been made available to the end-user with the help of 'Android' a virtual mobile device. The simulated results have been compared with the well-known client-server approach.

Ms. Somya Khanna, Faculty, DIAS
(For full text, please refer to The ICFAI University Press
Journal of Information Technology, Vol. IX, No.1,
Mar 2013, Pg. No. 51-63)

EXPLORING THE CURRENT LANDSCAPE OF PROGRAMMING PARADIGM AND MODELS

Venkatesh Prasad Ranganath

Programming paradigm is about the style of programming and not about specific programming language. Until few years ago, Imperative Programming and Object Oriented Programming have been two prevalent programming paradigms followed in industry. Now, it has started adopting Functional Programming. These changes have been fuelled by two things, first, decision upon computer hardware and second rise in internet enabled mobile devices, cloud computing and Big data.

Functional programming used now days is all about applying, composing functions to specify computation and immutability of data. To understand it better, consider a function `append(l, e)` that appends element `e` to list `l`. Result of `append` has two options. 1) modify list `l` in place (imperative) or 2) create a new list containing the elements of `l` and the element `e` (functional). Presence and absence of side-effects have their benefits and drawbacks, the absence of side-effect is a desirable aspect to program concurrency.

There are languages which embody a combination of aspects of multiple paradigm e.g. `F#` supports object oriented paradigm by supporting classes. On the other hand, there are languages that are pure in supporting single paradigm e.g. Haskell and `SML/NJ` which are pure functional languages.

There are associated problem aspects & related language features and paradigms. **CONCURRENCY/PARALLELISM**, where in same operation is performed on various data items and results are mutually independent. Another paradigm suited for concurrent programming is data flow based programming. In this, program is modeled as a directed graph of data flow between various operations where each node represents operation and edge represents the flow between operations. Languages like Groovy, Erlang, Rust and Scala support concurrent programming. With the growing need of transformation of data due to presence of large volume of similar but distinct data, the need of distribution is increasing. This highly active scenario is handled well by Hadoop, Dryad and similar systems.

With web enabled devices becoming popular, there is rising need to program web applications for these devices. Flapjax is a programming which is being used now days with support for event driven programming. Big data problem being in rise has resulted in increased interest in languages for data analysis, languages such as Python, Numpy and Pandas.

Languages such as Bugs, Julia and R are dedicated to statistical computing, numerical computing and visualisation.

Ms. Priyanka Sharma, Faculty, DIAS
(For full text, please refer to CSI Communication Volume
36, Issue no. 11, February 2013)

DERIVING DIFFERENTIAL UNIT TEST CASES FROM SYSTEM TEST CASES

Ramesh V, Ananthakumar R, Kannu Durai S

A test case in software engineering is a set of conditions or variables under which a tester will determine whether an application or software system is working correctly or not. The mechanism for determining whether a software program or system has passed or failed such a test is known as test suites.

In some settings, an oracle could be a requirement or use case, while in others it could be a heuristic. It may take many test cases to determine that a software program or system is considered sufficiently scrutinized to be released. Test cases are often referred to as test scripts, particularly when written. Written test cases are usually collected into test suites.

Currently, a general framework for deriving, what we call,



differential unit tests (DUT) aims at exploiting those tradeoffs. Term differencing, as it's primary function, is detecting differences between multiple versions of a unit implements. DUTs are meant to be focused and efficient, like traditional unit tests, yet they are automatically generated along with a custom test harness, making them inexpensive to develop and easy to evolve. In addition, since they indirectly capture the notion of correctness encoded in the system tests from which they are carved, they have the potential for revealing faults related to complex patterns of unit usage. Unit testing is the most important of all the testing levels. This is the first and the most important level of testing. Unit Testing is done through steps like:

- Step 1: Create a Test Plan
- Step 2: Create Test Cases and Test Data
- Step 3: If applicable create scripts to run test cases
- Step 4: Once the code is ready execute the test cases
- Step 5: Fix the bugs if any and re test the code
- Step 6: Repeat the test cycle until the unit is free of all Bugs

Additionally, the following information may also be captured like Unit Name and Version Being tested, Tested By, Date, Test Iteration (One or more iterations of unit testing may be performed)

The Paper has quoted Charles' Six Rules of Unit Testing

- 1. Write the test first
- 2. Never write a test that succeeds the first time
- 3. Start with the null case, or something that doesn't work
- 4. Don't be afraid of doing something trivial to make the test work
- 5. Loose coupling and test ability go hand in hand
- 6. Use mock objects

The researcher has also mentioned steps for Effective Unit Testing:

1. **Documentation:** Early on document all the Test Cases needed to test your code. A lot of times this task is not given due importance. Document the Test Cases, actual Results when executing the Test Cases, Response Time of the code for each test case. There are several important advantages if the test cases and the actual execution of test cases are well documented.

2. **What should be tested when Unit Testing:** A lot depends on the type of program or unit that is being created. It could be a screen or a component or a web service.

3. **Automate where Necessary:** Time pressures/Pressure to get the job done may result in developers cutting corners in unit testing. Sometimes, it helps to write scripts, which automate a part of unit testing. This may help ensure that the necessary tests were done and may result in saving time required to perform the tests.

System Testing is a crucial step in Quality Management Process. In the Software Development Life Cycle, System Testing is the first level where the System is tested as a whole. The System is tested to verify if it meets the functional and technical requirements. The application/System is tested in an environment that closely resembles the production environment where the application will be finally deployed. The System Testing enables us to test, verify and validate both the Business requirements as well as the Application Architecture.

Various factors that affect success of System Testing:

1. **Test Coverage:** System Testing will be effective only to the extent of the coverage of Test Cases. What is Test coverage? Adequate Test coverage implies the scenarios covered by the test cases are sufficient. The Test cases should cover all scenarios, use cases, business requirements, technical requirements and performance requirements. The test cases should enable us to verify and validate that the system/application meets the project goals and specifications.

2. **Defect Tracking:** The defects found during the process of testing should be tracked. Subsequent iterations of test cases verify if the defects have been fixed.

3. **Test Execution:** The Test cases should be executed in the manner specified. Failure to do so results in improper Test Results.

4. **Build Process Automation:** A lot of errors occur due to an improper build. Build is a compilation of the various components that make the application deployed in the appropriate environment. The Test results will not be

Test Case ID	What To Test?	How to Test?	Input Data	Expected Result	Actual Result	Pass/Fail



accurate if the application is not built correctly or if the environment is not set up as specified. Automating this process may help reduce manual errors.

The above framework incorporates sophisticated projection and different strategies that can be instantiated in various ways to accommodate distinct trade-offs. The researcher has implemented a state-based instance of the framework that mitigates testing costs through two types of reach ability based projections, and that can adjust the DUTs sensitivity through two different functions. The evaluation of this implementation has revealed that DUTs can be automatically generated from system tests, reduce average test suite execution time to a tenth of our best system selection technique, and still retain most of the fault detection power of system tests.

Differential testing such as regression is testing, N-version testing, and mutation testing consider two (or more) versions of the software and seek test inputs that exhibit behavioral differences between these versions. To reduce the manual effort in checking the outputs between versions and generating inputs that expose behavioral differences, the proposed DUT framework for differential unit testing of object-oriented programs. For each public method in the class under test, these annotations invoke the corresponding method in the other version of the class (with the cached method arguments) and compare the return values and receiver-object states of the two corresponding method executions. The existing tests run on the Java code instrumented by DUT to detect behavioral differences between two versions. Moreover, the Java code instrumented by DUT can be fed to test generation tools to conduct differential test generation.

Ms. Dimple Chawla, Faculty, DIAS
 (For full text, please refer to International Journal of
 Advanced Networking and Applications, Volume 04,
 Issue 04, Jan.-Feb. 2013, Pg. No. 1674-1679)

SECURITY ASPECT OF GRID COMPUTING

Dimna Shorabh

During recent years, Information Technology has witnessed a major paradigm shift in distributed computing principles, with a focus towards service orientation, open standards integration, collaboration and virtualization. One particular area of interest centers on the evolution of grid computing principles into the mainstream of distributed computing and Web services. Grid Computing is a pattern for increasing of computing power and storage capacity of a system and is

based on hardware and software resources in a network with common purpose. Grids address two distinct but related goals: providing remote access to IT assets and aggregating processing power. Grid deployments usually follow either a research-oriented or enterprise-oriented track, reflecting the different needs and goals of the two major consumers of grid technology. Research-oriented grids are cobbled together by universities and labs, often using open-source software and government funding. Research grids connect computing resources and scientific instruments so that participants can share the enhanced computational power and collaborate on experiments. Enterprise grids also create virtual supercomputers by tying together distributed resources to appear as one pool of computing power. Though, grid computing was born in research labs, vendors and enterprise customers are adopting the technology as well. They see grid computing as a way to take disparate OSs and hardware platforms and turn them into a single, virtualized entity whose sum is greater than its parts. Grid promoters say there are two business benefits to virtualizing heterogeneous resources through a grid: savings and speed.

Grid computing is widely regarded as a technology of immense potential in both industry and academia. Yet many organizations are still hesitant about implementing an enterprise-level grid system due to the lack of consistent and widely used standards. Security is probably the most important concern and needs both close understanding and careful implementation as grid computing offers unique security challenges. Security requirements within the Grid environment are driven by the need to support scalable, dynamic, distributed virtual organizations (VOs)- collections of diverse and distributed individuals that seek to share and use diverse resources in a coordinated fashion. Asset-based solutions take the big picture view of security by the approach of concentrating on the intellectual property of the organization i.e. data rather on the technical infrastructure. Ensuring security for grid computing can be divided into several independent areas like identity and authentication, secure communication, authorization, privacy and accounting. The use of grids implies that confidential data is stored in online accessible databases. Access to their interfaces must be carefully controlled, both to allow access only to appropriate users, and also to allow queries and simulations to run over these highly confidential data without that data being compromised or revealed.

Ms. Sonia Gupta, Faculty, DIAS
 (For full text, please refer to Asian Journal of Management
 Technology and Changes, Volume 3, Issue 1, 2012,
 Pg. No. 28-38)

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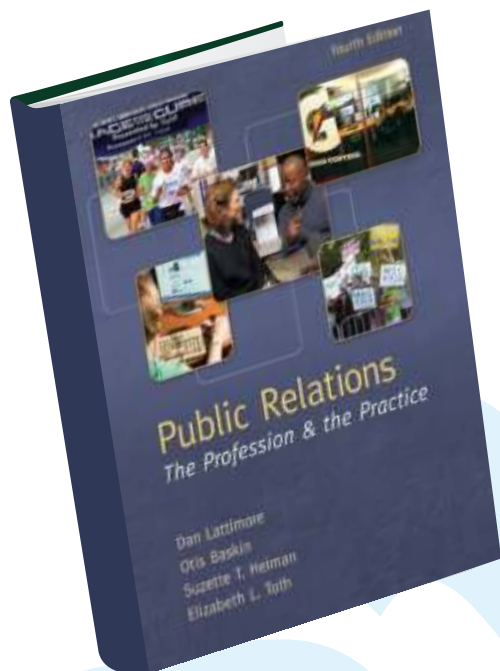
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BOOK REVIEWS



Public Relations- The Profession And The Practice

Author(s)	:	Dan Lattimore, Otis Baskin, Suzette T Herman, Elizabeth L Toth
Publisher:	:	Tata McGraw Hill
Edition	:	4 th Ed., 2012
Price	:	₹ 495
Reviewed by	:	Ms. Taru Baswan, Faculty, DIAS

Social media, crisis communication, global practice and a changing organizational structure are powerful influences on the practice of public relations in the 21st century. The practice of public relations is seeing revolutionary change as new, interactive media and instantaneous communication possibilities increase rapidly each year. While traditional media are still the foundation of public communication, new social media provide for a much more personal and interactive form of public relations.

The book titled “Public Relations- The Profession and the Practice” authored by Dan Lattimore, Otis Baskin, Suzette T Herman and Elizabeth L Toth has presented a comprehensive and inclusive overview of public relations.

The book is divided into four parts providing a thorough understanding of public relations and a basis for successful practice today and in the future. Part I of the book segregated into four chapters covers the fundamentals of public relations practice. Chapter one and two examine the historical roots of public relations, providing a useful perspective on the discipline as it has emerged. The communication system, legal, ethical and professional responsibilities of public relations practitioners in our society are very well discussed in the remaining part.

Apart from knowing the significance of public relations, it is essential to understand the process by which it operates. An effective public relation effort is the result of mutual understanding between an organization and its public, developed through an overlapping four step process involving Research, Planning, Action and Communication and Evaluation. The authors in next four chapters of Part II of the book have discussed each of these steps in detail.

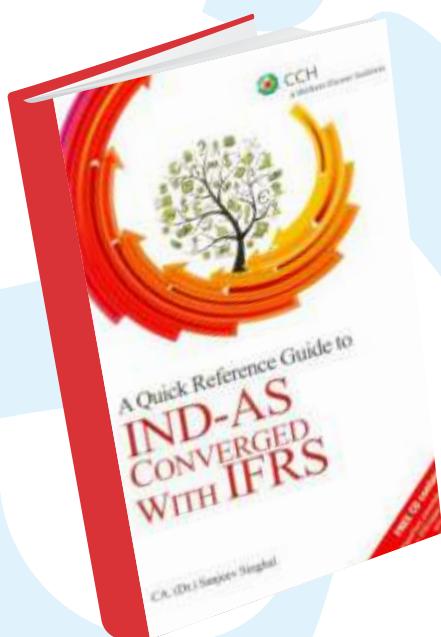
The importance of internal websites to effective public relations is widely accepted. However, early research seems to indicate that few practitioners use the basis of public relations research, planning and evaluation of web management. Chapter eight of the book delves in detail how public relations effectiveness can be evaluated.

Sophisticated media relations and public work form the backbone for public relations practice. In many respects, developing and maintaining good relations with the media continue to be the hallmarks of the practice. Employee communication along with these relations make great contributions to the organization's success.

The authors in chapters nine to eleven have highlighted the significance of media relations, employee communication and consumer relation and marketing in resolving consumer issues and concerns. The authors in chapters twelve and thirteen have necessitated public relations to develop and maintain investor confidence. Relationships with the financial community are developed by strategically planning investor relations.

Part IV of the book summarizes in four chapters the practice of public relations and looks at the emerging trends of the profession. Public relations play an essential role in helping a nonprofit organization gather support for its mission and in communicating with its key practices. The authors have explained in chapter fifteen very well that public relations help nonprofit balance multiple fickle public and is expected to deliver real bottom line results to nonprofit ventures. Public relation practice applies to corporations and effective corporate public relations have a true impact on the bottom line. The major issues facing the corporate public relations practices like global PR, diversity, technological changes and crisis management are dealt with in the last two chapters in detail.

The book is written in an easy and lucid manner. Mini cases have provided insight into real time activities conducted by organizations. End of chapters references and highlighted glossary terms in the text have been of great help to the readers. The book has given the readers an insight of the principles underlying the practice of public relations giving a look at both the new communication opportunities and the trusted older tools for public relations practice. The book has also been a guide to the public relations students and practitioners for the tools and knowledge needed in ways that reflect the reality of public relations.



A QUICK REFERENCE GUIDE TO IND-AS CONVERGED WITH IFRS

Author	: Sanjeev Singhal
Publisher	: CCH India
Edition	: First
Pages	: 541
Price	: ₹ 845
Reviewed by	: Ms. Balwinder Kaur, Faculty, DIAS

The book by CA. (Dr.) Sanjeev Singhal is a comprehensive treatment of the subject of “Convergence of IND-AS with IFRS” in simple and user-friendly language.

India has taken a major leap in the field of financial reporting by converging the Accounting Standards with IFRS (International Financial Reporting Standards) in pursuance of international financial reporting norms as per India's G-20 commitment. This process of convergence of India Accounting Standards with IFRS has been carried out by the Ministry of Corporate Affairs (MCA) by notifying 35 Indian Accounting Standards (Ind-AS) on 25th February 2011 and the date of implementation of the Ind-AS will be notified by the Ministry after various taxation issues have been resolved with the concerned departments.

The book comes along with a feature packed CD containing power point presentations on all Ind-AS, IFRS based annual reports and the complete text of Ind-AS.

The book contains eight chapters covering the Indian Accounting Standards, comparison of AS with Ind-AS, guide to adoption of Ind-AS in India etc. The first chapter discusses the highlights of the Ind-AS, presented in a question and answer format and their comparison with the IFRS issued by the IASB (International Accounting Standards Board). The next chapter provides an analysis of the key differences between the IFRS issued by IASB and Ind-AS issued by the MCA. The analysis has been divided into two main parts: differences amounting to carve-outs and differences not amounting to carve-outs; which are further classified into: mandatory-carve outs and optional carve-outs.



Bird's-eye view of Ind-AS, the third chapter of the book contains the summary of the main provisions under Ind-AS: Ind-AS 101: First –time adoption of Indian Accounting Standards to Ind-AS 40: Investment Property. The comparison of these Ind-AS, notified by MCA with AS, notified under the Companies (Accounting Standards) Rules, 2006 is covered in the next chapter detailing the minor as well as the significant differences.

Ind-AS I prescribes the basis for presentation of general purpose financial statements to ensure comparability both with the entity's financial statements of previous periods and with the financial statements of other entities. An entity should apply this Standard in preparing and presenting general purpose financial statements in accordance with Ind-AS. The fifth chapter of the book contains the requirements relating to presentation of financial statements under Ind-AS including the format prescribed by Ind-AS 27 for consolidated financial statements.

The principles for the first-time adoption of Ind-AS converged with IFRS have been specified in Ind-AS 101. The next chapter provides an overview of the requirements of Ind-AS 101 along with illustrations and FAQs on practical issues arising in the first-time adoption of Ind-AS.

MCA has notified a disclosure checklist based on Ind-AS on 25th February 2011 with a purpose to provide a reference point whereby the companies can ensure compliance with the disclosure requirements while preparing or auditing the financial statements. This checklist is contained in the seventh chapter of the book.

We are likely to face some challenges in implementation of converged Standards or IND-AS in India, these challenges are covered in the last chapter which also contains a roadmap to effective implementation of these Standards.

The book takes into account the interest of leading corporate and practitioners to know the finer points of Ind-AS to take a lead in smooth adoption of Ind-AS.

A glossary of important terms used in the chapters is given as per definitions in Ind-AS at the end of the book. The book takes the reader step-by-step through the convergence of Ind-AS with IFRS.



MANAGEMENT AND IT CONSULTANCY

Author	:	Sanjiva Shankar Dubey
Publisher	:	Tata McGraw Hill Publishing Co Ltd
Edition	:	First, 2012
Pages	:	319
Price	:	₹ 450
Reviewed by	:	Ms. Dimple Chawla, Faculty, DIAS

The book under review is about concepts, methods and cases in management consulting. Consulting has become a major aspect of business in recent times and the author complements this knowledge by providing the aspect of Information Technology (IT). The convergence of Business and IT consulting, the concept of understanding the business, the alignment issues and the challenges are well elucidated in the text. Some other issues of business like selection and utilization of consultants from the client's perspective, guidance on career and entrepreneurial preparation for a successful consultant are explained lucidly.



This book is a valuable resource for students as well as practitioners who would benefit from the concepts, processes, framework and a compendium of methods used in the consulting profession.

The first part of the book focuses on Management Consulting Concepts and Prospects for the Need for Management Consulting. It provides an understanding about consultancy and why it is needed. Also, it describes the profile of a management consultant and the process to build an internal consultants' team.

Management and IT Consulting Industry: A Perspective gives a perspective of the consulting as a profession, global consulting market opportunities and the progress of the profession. For the beginners, it has several definitions, a number of semantics and introduction of some of the popular terminology in the consulting world. It also covers key industry challenges and success factors for consulting business. Business and IT Consulting: Alignment and Convergence helps deal with the business and IT consulting convergence explaining the linkages of the business alignment with IT and the importance of IT in Business Consulting. It also discusses the value of chain drivers of future growth of consulting covering opportunities for people who want to adopt this as their career.

The Second Part of the book has put emphasis on Business and IT Consulting: Process and Practices on certain parameters i.e. Understanding the Consulting Process, executing consulting engagement, different consulting themes. It gives details of an eclectic model of the consulting process covering from selling assignments to conducting them, and managing the follow-on on business. This is a comprehensive and core chapter to be read by all readers to assimilate to succeed in this profession. Executing Consulting Engagement delves into consulting execution methodology.

The process is part of the overall consulting processes that were dealt with in the chapter 4. It has been expanded separately as most people would need the concepts and methods while executing the assignments and a detailed treatment of the subject will help. This is the key chapter as a must read before, during and after the consulting assignments by all consultants.

Other parameters like major consulting themes, management consulting practice, consulting skills in development and management. For each of these consulting assignments themes, the input-output and applicable tools/ frameworks are explained. Drawing from a wide research and the author's personal experience the chapter will help consulting managers and consulting entrepreneurs alike. Development and management of consulting skills have been discussed along with initiatives that every consultant has to take. The second part of the book also explains global consulting and delivery model outlining suitable framework and issues.

The Third part of the book focuses on Consulting Career, Ethical Issues and Future. It has elaborated on Managing Client Relationship, Marketing and Selling which are important for effective consultation selling and building client's relationship.

Further, it covers the growth of consulting enterprises from entrepreneurship and progression. As a result of the exposure to and relationships with numerous organizations, it is imperative for consulting firms to be aware of industry's "best practices", although the transferability of such practices from one organization to another may be limited by the specific nature of situation under consideration.

Management consulting is the practice of helping organizations to improve their performance, primarily through the analysis of existing organizational problems and development of plans for improvement. Organizations may draw upon the services of management consultants for a number of reasons, including gaining external (and presumably objective) advice and access to the consultants' specialized expertise.

Consultancies may also provide organizational change management assistance, development of coaching skills, technology implementation, strategy development, or operational improvement services. Management consultants often bring their own proprietary methodologies or frameworks to guide the identification of problems and to serve as the basis for recommendations for more effective or efficient ways of performing work tasks.



STRATEGIC MANAGEMENT

Author(s)	:	John A Pearce II, Richard B Robinson, Amita Mital
Publisher	:	Tata McGraw Hill
Edition	:	12th
Pages	:	820
Price	:	₹
Reviewed by	:	Ms. Neetu Chadha, Faculty, DIAS

Strategic Management is gaining importance in the curriculum of management, business and commerce courses in Indian universities and institutes year after year. The knowledge of techniques of strategic management is the need of the hour to prospective business managers. The present competitive environment has brought several drastic changes in policy making and strategic management. Hence, there is necessity of theoretical understanding about strategic management. Most of the organizations have started adopting strategic

management system. This book focuses on conceptual approach to the subject as well as some selected case studies, which make a foundation to the knowledge of strategic management.

The twelfth edition of Strategic Management is divided into 14 chapters. The first chapter provides an overview of the strategic management process. The remaining 13 chapters cover each part of the strategic management process and techniques that aid strategic analysis, decision making, implementation, control, and renewal. The literature and research in the strategic management area have developed at a rapid pace in recent years in both the academic and business press. Globalization as a central theme integrated and illustrated throughout this book and in a separate chapter on the global business environment every business faces. A separate section in chapter 5 dealing with Globalization in the Indian Context has been added.

This book includes several upgrades designed to incorporate major developments from both these sources. Each chapter provides a key pedagogical feature, Strategy in Action modules that have become standard in most strategy books. This book contains 26 cases. These cases present companies, industries, and situations that are easily recognized, current, and interesting. Cases have a good mixture of small and large firms; start-ups and industry leaders; global and domestically focused companies; and service, retail, manufacturing, technology, and diversified activities. Almost half the cases are from the Indian Context.

The book offers an engaging look into new and traditional strategic management topics. Its thorough coverage helps readers develop an understanding of the wide range of theories and research available in this field—from competitive strategy and industry analysis to environmental trends and ethics. Integration of international issues throughout provides an essential understanding of global economics and its impact on business activities in any location. This book contains the latest research and examples of companies dealing with complicated strategic issues. Book includes cutting-edge concepts; emphasize straightforward, logical, and simple presentation so that students can grasp these new ideas without additional reading.



CHANGE MANAGEMENT AND ORGANISATIONAL TRANSFORMATION

Author : Radha R Sharma
 Publisher : Tata Mc Graw Hill
 Edition : Second, 2012
 Price : ₹ 525
 Reviewed by : Ms. Sakshi Saxena, Faculty, DIAS

Change is an inevitable aspect of life. Managing change in the changing world with the knowledge of traditional, rigid and static management processes is the most challenging task. Identification of the need for organizational change and leading the organization through change is one of the most critical responsibilities in an organization today. The present

book “Change Management and Organisational transformation” under review provides a comprehensive coverage of various models, perspectives and other facets of change management. The book contains seven chapters and six case studies.

Chapter I provides an overview of change, forces of change and types of change. The chapter also explains theoretical framework at the individual level. Next chapter discusses about environment-dependent organization perspectives and process oriented perspectives.

Chapter three discusses the various models of change categorized into process-based models, content-based models and integrated models. The emergence of the concept of organization development and its relevance has been elucidated in the next chapter. These practices have evolved over the years with the changing needs of organizations. Chapter five discusses the Organization Transformation as a field leading to new paradigms for managing and sustaining an organization. The next chapter explains about various factors causing resistance to organizational change and the ways by which resistance to change can be reduced.

Role of change agents and leadership have been detailed in chapter seven. The skills required for the role of change agent, role of HRD in managing change and the role of leader and leadership for change have been explained meticulously. Implementation of organizational change specifically focusing on Delta technique along with the concept and perspectives of culture have been elaborated upon in detail by the author. Various strategies for cultural change and managing cross-cultural diversity have been discussed for the benefit of the readers.

The book under review also provides case studies on Reserve Bank of India and Exor- Fiat which help in applying the concepts presented in the earlier chapters. In all, the book is quite comprehensive and exhaustive since it offers a balanced approach and conceptual information in a highly readable format.



Alumni Speaks

This is my way of sharing my real world with you all. Whenever anyone asks me what has been the best and the worst in your life, my answer always zeros down to the same place. Yes, the best moments in my life were spent in my college i.e. DIAS and the worst is that I can no longer go to college. DIAS has always been like my second home, my teachers, friends and my family. The memories bring back smile as well as tears. The teachers, I had the privilege to study under, have played a very crucial role in shaping me and my future.

A proud DIA Sian

Kanika Dhingra
MCA (2009-2012)

The two years at DIAS, have left behind memories that I would cherish all my life. Life at DIAS had various chapters which kept on moving, one after another and within a very short span of time, MBA came to an end. The college is very disciplined in terms of classes and this has taught us time management, i.e. how to have fun while managing schedule well. Moreover, we learnt a lot at DIAS. Subject knowledge accompanied by group discussions and other co-curricular activities helped us gain a lot in these two years. Teachers have been a source of inspiration for us. As is said that all good things come to an end, at the end of the two years of MBA, we realized how quickly the time had passed and it was time to say goodbye. I miss those golden days of fun and frolic, classes and discussions, seminars and fests.

Kanika Sehgal
MBA-(2010-2012)

My experience at DIAS prepared me not only for my career, but also for my "life". I gained skills that cannot be taught, through interactions with fellow students, professors as well as other college staff. I earned a degree in people and social skills that I did not even sign up for. I learned a lot about myself during my 2 years in DIAS. I faced challenges that I never thought I would come across and in turn, I have become more confident. I learned the hard way that what is important is to pace yourself and to not set goals that are unobtainable.

So overall my experience at DIAS is very great and also I enjoyed very lot.

NIRUPAMA
MBA (2010-2012)

When look back at the time spent at DIAS, I reminisce helpful and co-operative faculty and staff along with an environment possessing warmth and encouragement enough to enlighten us. DIAS has been the most memorable part of my life till now. The faculty at DIAS have always been there to support us, guide us with their thoughts and words of wisdom which is one of the main driver in bridging the gap from what we were before joining DIAS, to what we are today.

DIAS has given me a platform to explore my potential and excel in capabilities. Events like Ecstasy and alumni meets and various other extra and co-curricular activities gave us an opportunity to manage events and be a part of them, thereby adding a lot to our competencies.

I wish DIAS grows and enlightens more and more of students shaping them and their careers.

Mehak Mittal
MBA (2009-2011)

The journey began in August 2009. That was the first time when we stepped onto the first step of the ladder to our bright future. Three years at DIAS were the most fantastic and cheerful years.

Friends, teachers and all the staff of DIAS made it beautiful day by day. DIAS contributed a lot to our transformation from a student to a professional.

We thank all the people at DIAS for these three best years they have given to us. Hope this institution will maintain its position in every coming year. I wish all the new comers best of luck for their bright future. Thanks.

Aarti Kursija
MCA (2009-2012)



Feedback

From Employers

MANAGEMENT

Sanjini (MBA-Batch 2010-12) has wide pool of knowledge and she also knows how to implement such knowledge in real life situations.

Ms. Arora, HR Manager, Religare Securities

Meenakshi joined us in September and worked till she got married some three years back and went to Australia. She was a meticulous worker and with amazing strength to sit whole day without a need to get up for a glass of water. Also, she had independent views and had no hesitation to find her way notwithstanding any difficulties enroute. She is contemplating to join us again now that she has returned from Australia.

Ajay Gupta, Rural Management Consulting Pvt Ltd.

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

Sudip Kapoor, HR Manager, American Express

Jatin Kumar (MBA Batch 2009-11) is a self starter and motivated professional and this trait of his is proving to be very useful in our start-up company.

Rishabh Mehta, Director, Kyriion Digital Securities

Astha (2004-06) joined us in July 2006 and she also proved worthy employee for three years that she worked for us. She had to leave later as she got settled in US post marriage. Infact, we persuaded her to work from there although this arrangement was given up as it became practically impossible on account of time difference. She has a sharp mind and a good amount of creativity and comes up with newer ways to resolve knots.

Ajay Gupta, Rural Management Consulting Pvt. Ltd.

Asha Rani (2010-12) is a sincere and responsible person. She is able to complete the tasks independently/little guidance. She is undoubtedly a good asset for our organization.

Mohan Lal, Desk Officer, CBSES

Simant (2010-12) has been doing a great job. He possesses cut above the rest with great skill-set and analytical bent of mind. He has managed list uploads well & has shown responsibility to deliver on or before time. Simant understands the importance & take decisions appropriately and has been instrumental in responding to different requests from Marketing Team.

Mr. OpinderSodhi- Assistant Manager, CVentTechnologies

INFORMATION TECHNOLOGY

Aditi Kashyap (MCA 2008-2011 Batch) has been an excellent performer during her Training with us. She participated in the development of Incident Management System and worked really well as a team member.

Sukhbir Shah Singh, Project Manager, NIIT Technologies Ltd.

Anusha Gupta (MCA 2008-2011 Batch) is very punctual and devoted to work. Recently she has got the award for the tech conference 2013 in Unstructured Data Analytics. She is overall a good employee.

Vinay Kumar Ninave, Enterprise Architect, NIIT Technologies

Hitesh Belwal (MCA 2008-2011 Batch) is an outstanding performer, Very strong in Analytical Area, optimistic and dedicated in his work.

NabaKishore Mohanty, Sr. Project Manager, HCL Infosystems Limited

Isha Bajaj (MCA 2008-2011 Batch) is appreciated for all the work that she has put into the project. I think that she is a most valuable asset to any team.

Pawan Shekhawat, Technical Analyst (Team Lead), NIIT Technologies



The Men In News



MR. PALLANIAPPAN CHIDAMBARAM

A man's capability is not known by the designation he holds, but by the number of hats he dons at the same time. More importantly, by what results he therefore achieves. The second time elected Finance Minister of India, Mr. Pallaniappan Chidambaram, seems to have proved the same in his favour. Known for his ritual of ending his Budget speech by quoting lines from Thirukural, (consisting couplets for subjects ranging from ploughing a piece of land to ruling a country), he ended his speech this year by saying "Kalangathu Kanda Vinaikkan Thulangathu Thookkang Kadinthu Seyal" (What clearly eye discerns as right, with steadfast will and mind unslumbering, that should man fulfill). He was hinting that India can progress further if it makes the right decisions and choices.

Born in the family of a wealthy merchant and banker from Chettinad, Raja Sir Annamalai Chettiar, his genes contribute a lot to his expertise in fund management. He did his schooling, graduation, law and Masters, all in Chennai. In 1968, he cleared his Masters in Business Administration from Harvard Business School. Belonging to a family with varied business interests, Chidambaram chose to concentrate on his legal practice and practiced law in the Supreme Court and various other high courts in the country as a Senior Advocate.

His political career started in 1984 from the constituency of Tamil Nadu where he was elected in the Lok Sabha. He has been re-elected for the same time and again, the last being in

2009. He worked his way from being a Union Leader in MRF Industries to being the President of Youth Congress and then the General Secretary of Tamil Nadu Pradesh Congress Committee (TNPCC).

In 1985, he was inducted into the Union Council of Ministers as a Deputy Minister in the Ministry of Commerce, Ministry of Personnel by then Prime Minister Rajiv Gandhi. During his tenure, he was criticized by the Government of Sri Lanka for destroying the Sri Lankan tea trade by fixing the prices of the same in the country using state power. His position elevated to that of Minister of State in the Ministry of Personnel, Public Grievances and Pensions in 1986. In the same year, he was appointed to the Ministry of Home Affairs as the Minister of State for Internal Security till 1989. He made some radical changes in the nation's export-import (EXIM) policy, while at the Ministry of Commerce in the period 1991 – 1996.

He joined the Tamil Maanila Congress party, in 1996 which formed a coalition government, through which Chidambaram came into the limelight with his key cabinet portfolio of Finance. Later, in 2004, he was reappointed to the same portfolio in the Government formed by then Prime Minister Manmohan Singh.

Following the resignation of Shivraj Patil, Chidambaram was appointed as Union Home Minister, a move that was accepted by the public due to his reputation as a competent and efficient man. He handled the decision of prioritizing elections against the corporate demands of deploying security for IPL Matches.

As happens with famous personalities, his career had its share of controversies. He was associated with the 2G spectrum scam but was given a clean chit due to lack of evidence. He was also part of controversies with indirect involvement, like in matters related to his wife Mrs. Nalini Chidambaram, a Senior Advocate and Standing Counsel for the Income Tax Department and his son Karti Chidambaram. His representation of controversial companies was also not appreciated.

His scheme for tax defaulters in 1997 was condemned by the Comptroller and Auditor General of India as abusive and fraud on the genuine taxpayers of the country. He has been alleged of holding the office of profit as the board member of



Rajiv Gandhi Trust Foundation. He is also believed to have doctored the poll results in Parliamentary elections of 2009. He has been widely criticized for the lathi charge conducted on Baba Ramdev and planning an arrest of Anna Hazare, sparking mass protests all over India.

No progress has been made by his office in curbing the Naxalite-Maoist insurgency, even though several promises have been made. This resulted in callously sacrificing ill-equipped and unprepared CRPF jawans repeatedly. His office was also criticized in failing to prevent the Mumbai Bombings in July 2011.

With all the negative matters pointing towards him, Chidambaram has still attempted to deliver his best in the position of Finance Minister of the nation. For the betterment of our present and our future, we hope, the promises and calculations prove to be true.



MIAN MUHAMMAD NAWAZ SHARIF

Mian Muhammad Nawaz Sharif is a name that has attracted the perception of "Born with a Silver Spoon". Born in an affluent family of Kashmiri origin, he was fortunate enough to be blessed with financial independency since childhood. He has added his expertise and guidance to his family business diversified in agriculture, transport and sugar mills. Members of his family hold important positions in the political scenario of Pakistan. He has made some major investments in Arab countries and is known for his business entrepreneurship.

A Degree holder in art, business & law, he started his political career during the period when nationalisation policies were introduced by the former Prime Minister Zulfikar Ali Bhutto. The intent of making necessary amendments in these policies that brought financial losses to his family business is what fostered him to join politics. With an eminent entry as a Finance Minister, he moved up the political success ladder quite quickly to become the Prime Minister of Pakistan for two non-consecutive terms from November 1990 to July 1993 and from February 1997 to October 1999. Currently, he is serving his third term as a Prime Minister and is also the President of the Pakistan Muslim League (N), which is currently Pakistan's largest political party, and has formed the government.

His political career has been a roller coaster ride with its share of success and failures. Like any famous personality, he has made a number of friends and foes down the line with Chief Justice Syed Sajjad Ali Shah, Army Chief Jehangir Karamat and Pervez Musharraf making the headlines. He is believed to be the mastermind behind Pakistan venturing into Nuclear Energy and freezing of foreign currency reserves at the suspension of foreign aid by Western countries. In 1999, when the Kargil war took place, Sharif was ousted from the country, exiling him to Saudi Arabia.

Sharif returned in 2007, and his party contested in the elections of 2008, forming the provincial government in Punjab under the leadership of his brother Shahbaz till 2013. Musharraf's impeachment and the reinstatement of Chief Justice Iftikhar Muhammad Chaudhry was successfully called by him. Sharif belonged to the opposition between 2008 and 2013. His party achieved the largest number of votes and formed a coalition that made him the 18th Prime Minister of Pakistan, leaving his opponent Imran Khan with an unexpected defeat. This was his return to the position after fourteen years, in a democratic transition, for an unprecedented third time in the 2013 Pakistani General Elections. The country has lots of expectation from this "Lion of the Punjab" or "Tiger of Pakistan."

Ms. Rita Sharma
Accounts Assistant
DIAS



Recent Notification

BANKING

RBI EASES ECB RULES IN HOUSING AND AVIATION SECTOR

The Reserve Bank has eased overseas borrowing norms to allow companies, access to cheaper funds for key infrastructure sectors. The RBI has extended the external commercial borrowing (ECB) relaxation for affordable housing, which was there for one year to two more years (now) and aviation for a few more months. However, there has been no overall change in ECB limit, which is \$40 billion, but the central bank is expected to come out with a uniform definition for infrastructure companies soon.

PRIORITY SECTOR LENDING - TARGETS, CLASSIFICATION AND REVISION OF LIMITS

The following limits under priority sector stand revised upward with effect from April 1, 2013.

1. Agriculture

(i) the limit of loans to farmers against pledge/hypothecation of agricultural produce (including warehouse receipts) for a period not exceeding 12 months stands increased from **Rs. 25 lakh** to **Rs. 50 lakh** both under direct and indirect agriculture.

(ii) The limit of loans to dealers/sellers of fertilizers, pesticides, seeds, cattle feed, poultry feed, agricultural implements and other inputs has been raised to **Rs. 5 crore per borrower** from **Rs. 1 crore**.

2. Micro and Small Enterprises

The limit of bank loans to Micro and Small Service Enterprises (MSEs) engaged in providing or rendering of services has been increased from **Rs. 2 crore** to **Rs. 5 crore** per borrower/unit, provided they satisfy the investment criteria for equipment as defined under MSMED Act, 2006.

BANKS SHOULD NOT GRANT ADVANCE FOR PURCHASE OF GOLD

The Reserve Bank of India (RBI) has advised banks to observe certain safeguards while granting loan against pledge of gold/silver ornaments. The significant rise in import of gold in recent years is a cause of concern as direct bank financing for purchase of gold in any form viz., bullion/primary gold/jewellery/gold coin, etc would lead to fuelling of demand of gold for speculative purposes. It has, therefore, been proposed that other than working capital finance, banks would not be permitted to finance purchase of gold in any form. The banks should not grant any advance for purchase of gold in any form, including primary gold, gold bullion, gold jewellery, gold coins, units of gold Exchange Traded Funds (ETF) and units of gold Mutual Funds. Presently banks are allowed to grant loans against pledge of gold ornaments, but not permitted to grant any advance for purchase of gold in any form.

DIRECT TAXES

NRI STATUS A MUST TO INVOKE TRANSFER PRICING, SAYS ITAT

Transfer pricing rules were introduced in India in 2001 to check possible losses to the government from cross-border transactions with related parties since many multinational companies shifted profits to tax-friendly destinations to pay lower tax here. The Income-Tax Appellate Tribunal (ITAT), Mumbai, in a decision that will have far reaching implications on companies across sectors, has held that an element of cross-border transaction and existence of an associated enterprise (AE) are pre-requisites for invoking the provisions of transfer pricing rules. ITAT has ruled that at least one of the parties should be a non-resident.

DEBT TAX CUT TO BOOST BOND BUYING BY FIIS

The cut in the withholding tax from 20% to 5% for foreign and qualified institutional investors is expected to prompt FIIs to buy bonds aggressively as the returns will increase. The



change will be in force for two years starting June. Dealers believe that this could prompt even long-term bond buyers such as overseas pension funds and insurance companies to buy bonds.

As on March 31, FIs had used 66% of the available limit of \$25 in government bonds and about 45% of the limit of \$50 in corporate bonds. Foreign investors had been lobbying for a reduction of the withholding tax citing the hit on returns from such bonds owing to the steep 20% levy. This was perhaps the last roadblock in attracting more foreign inflows into the country for bridging the record high current account deficit of 6.7% of GDP. Earlier, the Reserve Bank of India had simplified the debt limits by removing the sub-limits and keeping the overall investment ceiling in government bonds at \$25 billion and corporate bonds at \$50 billion.

UNIFORM DDT RATE ON DEBT-ORIENTED MUTUAL FUNDS FOR ALL INVESTORS

According to the existing structure, liquid funds are liable to pay DDT of 25% (plus surcharge and cess) for such investors, while funds other than liquid funds (such as ultra short-term, short-term, income, gilt, monthly income plan (MIP), and so on) are liable to DDT of 12.5% (plus surcharge and cess). On the other hand, partnerships and corporates have been paying DDT of 33.99% (30% plus surcharge and cess) on dividends from investments in debt funds (including liquid funds). As per tax provisions relating to distributed income, fund houses pay taxes on the dividend distributed to investors. Fund houses deduct DDT from the dividend. So, the net dividends are tax-free in the hands of investors. However, there is no tax levied on the dividend distributed by equity oriented MF schemes for any category of investors. With effect from June, 2013, dividends declared by all debt-oriented mutual funds for individual and Hindu Undivided Family (HUF) investors will attract a uniform dividend distribution tax (DDT) rate of 25% (plus surcharge and cess, wherever applicable). Also, the surcharge on DDT for all MF schemes has also been hiked from 5% to 10%. The changes would make the dividend option in debt MFs less attractive for individual and HUF investors because the net post-tax return in the hands of investors would be lower as the DDT charged on debt funds has been increased from 12.5% to 25% (plus surcharge and cess).

INSURANCE VALUATION: A GOOD BENCHMARK FOR TRANSFER PRICING

Transfer-pricing provisions were introduced to ensure that an international transaction between two associated enterprises is made at an arm's length price (ALP) so that both the countries involved get a proper share of profits in their respective jurisdiction. In order to determine the ALP, various methods have been prescribed which are based on Organisation for Economic Co-operation and Development guidelines and international transfer-pricing practices.

However, sometimes the nature of transaction is such that none of the methods prescribed in law are appropriate to determine ALP. As it may be difficult to locate similar transactions. Irrespective of the difficulties, taxpayers have to comply with the transfer-pricing regulations and determine the arm's length price.

In the absence of the other comparable uncontrolled transactions for the purpose of benchmarking, taxpayers resort to prices available across the board like prices on bourses, magazine rates or the valuation reports like insurance valuation reports, as had been decided in a recent case.

CORPORATE & OTHER LAWS

CHANGE IN DEFINITION OF CONTROL IN FDI POLICY TO BE PROSPECTIVE

The Ministry of Commerce & Industry has clarified that any change contemplated in the definition of 'control and ownership' of an Indian company for foreign direct investment (FDI) purposes has to be made "prospectively", so as to not to hit investments by Indian companies in their downstream businesses. In 2011, the Cabinet had said investments by Indian companies in which foreign ownership was more than 50 per cent would be treated as foreign investment for downstream investment purposes.

For FDI across all sectors, the finance ministry has decided to accept the definition of 'control and ownership' prescribed in the new Companies Bill, 2012. If the new definition is approved, Indian-owned and controlled companies that have more 51 per cent foreign shareholding can make downstream investments in sectors that have FDI caps, without the government's approval.



The Companies Bill seeks to give more powers to foreign owners. It defines 'control' as the "right to appoint majority of the directors or to control the management or policy decisions exercisable by a person or persons acting individually or in concert, directly or indirectly, including by virtue of their shareholding or management rights or shareholders agreements or voting agreements or in any other manner".

According to the finance ministry, this would put to rest the imbroglio surrounding downstream investment by Indian companies. By changing the definition, Indian-owned but foreign-controlled companies would be allowed to make investments in sectors that have caps on FDI. Currently, this is not allowed.

RBI PANEL MOOTS INDIA BILL PAYMENT SYSTEM

The Reserve Bank of India (RBI) panel has mooted 'India Bill Payment System' (IBPS), a GIRO-based electronic bill payment system for payment of dues of essential services, insurance premia, utility payments, taxes, university fees, examination fees and school fees. This model will enable the setting up of a centralised infrastructure bringing all the billers and banks to the bill platform through the aggregators. It will also allow interoperability in the bill payment process and enable the consumers to make payments at any of the collection points, which is the essence of GIRO system.

Improving settlement system

GIRO payment is a credit push transaction initiated by the payer and may involve the presence of three banks (collecting bank, payer bank and the payee bank). Bill paying public/customers can access any payment channel through banks/non-bank entity under the proposed GIRO system.

Safeguarding privacy

At present, there is no standardised system of bill data codification across billers. However, the IBPS would support the prevalent mode of bill presentment, which is largely paper-based and also encourage electronic presentment. Mobile number/Aadhaar-based mapping for payers and billers could also be undertaken while safeguarding the consumers' privacy at the same time. Further, the payment information from the IBPS point should flow online to help minimise reconciliation issues and customer grievances.

Fund settlement for the transactions through the IBPS will be

undertaken by IBPS at periodical intervals. Non-bank entities will identify a sponsor bank and notify the same to IBPS for the purpose of fund settlement. The IBPS will provide for online registration of complaints from customers and the first point of contact (bank branches/customer service point receiving the payment) would provide customer support. But the customer grievances related to bill payment will have to be attended to by the biller and IBPS/aggregator would provide the necessary support to the billers in this regard.

FOREIGN CHAINS GET LEEWAY ON BACK-END INVESTMENTS

The mandatory \$50-million (Rs 250-crore) back-end investment to be made by foreign multi-brand retail chains, such as Walmart, Carrefour and Tesco, will not be restricted to greenfield (new) facilities alone. A foreign retail chain was, earlier, free to buy a brown field (existing) facility but it was required to invest at least \$50 million towards creating additional back-end infrastructure there. Greenfield units relate to areas where no previous facilities existed, while brownfield ones are those often under-used projects that have potential for re-development.

In effect, a foreign player can tie up with an Indian retailer that already has back-end infrastructure, provided it makes the mandatory investment in creating additional facilities to strengthen the cold chain. Ever since the government allowed up to 51 per cent foreign direct investment (FDI) in multi-brand retail late last year, global brands keen to set up stores in the country had raised doubts over the policy, especially over back-end investment. According to the policy, "the minimum amount to be brought in as FDI by a foreign investor would be \$100 million. At least 50 per cent of the total FDI brought in shall be invested in back-end infrastructure within three years of the first tranche of FDI." The policy is quiet on whether the investment must go into new back-end or existing facilities like cold storage. Other issues around which these chains had been seeking clarifications include 30 per cent sourcing from medium and small enterprises and state-wise permissions for opening outlets.

MINISTRY OF CORPORATE AFFAIRS DEVELOPING A REPORTING FRAMEWORK FOR CSRACTIVITY

The ministry of corporate affairs is developing a reporting



framework for corporate social responsibility (CSR), which could potentially be a game-changer for CSR in India. The government is formulating guidelines to classify what activity can be qualified as CSR and what expenditure can be counted as CSR spend, even as companies prepare to comply with a new guideline that encourages them to spend 2% of their net profits on such causes. The new Companies Bill, passed in the Lok Sabha in December, made it mandatory for firms to report on how much they spend on CSR every year. India is the first nation in the world to frame such legislation.

The Indian Institute of Corporate Affairs is the nodal agency spearheading this effort along with the MCA. The final guidelines are expected to be announced after the Bill gets passed in the Rajya Sabha. These guidelines will include an extended Schedule-7 of the Companies Bill including more activities that qualify as CSR spends. Some of these activities in the pipeline include promotion of sports and games, promotion of art and culture, welfare measures for differently abled and adoption of villages, among others. The guidelines also include the types of organisations: trusts, societies, etc., that are eligible consumers of CSR capital.

IMPORTANT NOTIFICATIONS BY SEBI

With an intent to streamline the regulatory framework with the dynamic business environment and at the same time ensuring the transparency and interest of varied stakeholders, the Capital Market Regulator, SEBI in its Board meeting has taken the following important decisions.

1. New Norms for Buy Back through Open Market Purchase: In order to align regulatory requirements with the changing market realities as well as to enhance efficiency of the buy-back process, SEBI has approved the following changes for buyback of shares or other specified securities from the open market through stock exchange mechanism:

(i) Mandatory Creation of Escrow Account

SEBI has mandated creation of an escrow account with an amount equivalent to at least 25% of the total amount earmarked for buy-back.

(ii) Minimum Buy-Back Quantity increased to 50% from 25%

The mandatory minimum buy-back threshold has been enhanced from 25% to 50%, failing which amount in the

escrow account would be forfeited subject to a maximum of 2.5% of the total amount earmarked.

(iii) Maximum period to complete the Buy-Back reduced to 6 months from 12 months

(iv) Increase in restricted period to 1 year from the existing 6 months for further issue of capital

(v) No further Buy Back for a period of 1 year

(vi) Limit for Open Market Method

In tender offer method, all shares are bought back at a fixed price which is generally at a premium to the market price unlike Open Market Method. Thus, it is more equitable way of distributing surplus funds to the shareholders including minority shareholders. Therefore, in order to encourage the Tender Offer, SEBI allowed the Companies to buy-back 15% or more of capital (paid-up capital and free reserves) only by way of tender offer.

(vii) Modification in the Procedure for buy-back of physical shares

In open market purchase method of buy-back, there are many barriers for holders of physical shares to participate in buy-back program. Therefore, in order to mitigate the problems faced by the holders of physical shares, SEBI has modified the Procedure for buy-back of physical shares (odd-lot) including creation of separate window in the trading system for tendering the shares, requirement of PAN/Aadhaar for verification, etc.

(viii) Extinguishment of shares

Extinguishment of shares bought back during the month, within fifteen days of the succeeding month subject to the last extinguishment within seven days of the completion of the offer.

(ix) Restriction on Promoters

In order to ensure the accomplishment of objective of Buy-Back not just in letter but in spirit as well, SEBI has restrained the Promoters of the Company to execute any transaction, either on-market or off-market, during the buyback period.

SEBI NOTIFIES NORMS FOR LISTING OF PREFERENCE SHARES

Market regulator SEBI has notified a new set of regulations to govern issuance and listing of non-convertible preference shares, a move expected to bring more transparency in



raising of funds through such securities. To safeguard the interest of small investors from such high-risk securities, the listing of privately placed non-convertible redeemable preference shares would now require a minimum application size of Rs 10 lakh for each investor.

Besides, the public issuance of such shares would require a minimum three-year tenure for the instruments and at least a rating of 'AA-' or equivalent investment grade.

The new regulations would be applicable to issuances by banks of non-equity instruments such as 'Perpetual Non-Cumulative Preference Shares' and 'Innovative Perpetual Debt Instruments', which are in compliance with the specified criteria for inclusion in Additional Tier I Capital. Such instruments can be issued by banks to meet Basel III norms.

In the last three years, Indian companies have raised over Rs 25,000 crore through preference share issuance. In case of public issuance of non-convertible redeemable preference shares, an issuer is required to make an application to a recognised stock exchange for listing of such securities and needs to obtain approval from the bourse regarding the same. The issuer is required to disclose about last three years audited annual reports, among others, along with the listing application to the bourse.

In addition, the issuer should also disclose details of any outstanding loans, any defaults committed and other financial indebtedness including corporate guarantee given by the company in the past five years.

In case of delay in listing of such shares beyond 20 days from the deemed date of allotment, the company would have to pay penal amount of at least one per cent per annum over the dividend rate from the expiry of 30-day from the deemed date of allotment till the listing.

MCX-SX GETS SEBI'S ASSENT FOR DEBT, SME TRADING SEGMENT

MCX-SX, the latest entrant in capital markets has received SEBI's approval for separate debt and SME trading platforms. In the debt segment, banks, insurance companies, pension funds, provident funds and retail investors can become members of the bourse and trade in this market. There will be separate order books for retail and institutional investors.

The bigger rivals--BSE Ltd and National Stock Exchange (NSE) are already running SME platforms, while NSE has

recently launched a separate unified debt segment. BSE is awaiting the approval of Securities and Exchange Board of India (SEBI) for debt platform.

Besides, the bourse has received an "in-principle" approval from SEBI for operationalising the SME platform, which would offers small and medium companies to raise funds from the primary market. The volumes on MCX-SX, which began trading in February, have been improving in the recent past.

INDIRECT TAXES

GST REGIME TO EXEMPT AT LEAST 96 ITEMS FROM TAX

The Centre and States have agreed to have a common exempted list for at least 96 goods under the proposed Goods and Services Tax (GST) regime.

PAY MORE SERVICE TAX ON HOUSE COSTING OVER RS 1 CRORE

The finance ministry has tightened norms for application of lower rate of service tax on construction, dealing a blow to buyers purchasing houses above a certain size or value. The Central Board of Excise and Customs, the apex indirect taxes body, has issued new norms that restrict lower service tax to only those houses that cost below Rs 1 crore and have carpet area less than 2000 square feet.

INSURANCE

IRDA drafts new guidelines for traditional products

Traditional insurance products are all set for a make-over if the draft guidelines proposed by the IRDA come into effect in October 2013. IRDA is proposing a new set of guidelines for traditional insurance products. This includes minimum benefit cover at 10 times the sum assured for those under 45 and 7 times if one is above the age of 45. Policy holders will have to pay premium for a minimum term of 5 years and guaranteed surrender value will have to be paid to the policyholder provided he has paid at least two premiums for a less than 10 year policy and three premiums for over 10 year policy. The new guidelines also disallow policyholders from availing multiple policies at one go. In order to increase transparency and plug loopholes in the system the IRDA wants insurance companies to withdraw all old traditional products and implement the new rules by September 30, 2013.



Technology

Browser

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"IND-AS-108: Operating Segments", CA Ankur Bharuka, The Chartered Accountant, Vol. 61, No. 11, May 2013	Pg. 82-84

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"TDS on Commission Paid to Foreign Agents – Divergent Views", CA Raghav Kumar Bajaj, The Chartered Accountant, Vol. 61, No. 11, May 2013	Pg. 89 – 94
"Credit for TDS – Is It No More Tedious", CA G. Sekar, The Chartered Accountant, Vol. 61, No. 12, June 2013	Pg. 66 – 71
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"Customer Retention Practices of Banks: Evidence from Sivagangai District of Tamil Nadu, K Ganesamurthy and M Jothi, The IUP Journal of Bank Management, Vol. XII, No. 1, Feb 2013	Pg. 7-22
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"Curbing Malpractices at Work", Sannita Chakraborty Saha, Human Capital, Vol 16, No.8, January 2013	Pg. 40-42



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"PLM Maturity Model: A Multi-Criteria Assessment in Southern Italy Companies", M.M. Savino, A. Mazza, Y. Quzrout, International Journal of Operations & Quantitative Management	Pg. 159-179
"The Technique of Self Selection: An Application to Queuing in a University Canteen", by B.U. Wigger, International Journal of Operations & Quantitative Management, Vol. 18, No.3, Sep 2012.	Pg. 181-193
"Solving Single Stage Uncapacitated Warehouse Location problem by Combination of OR based Heuristics & Genetic Algorithm: An Empirical Investigation" RRK Sharma, Sonal Dubey, Priyanka Verma. Mayank Verma, International Journal of Operations & Quantitative Management, Vol. 18, No.3, Sep 2012.	Pg. 211-227

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"Smart Information, Smarter Consumers", Richard H. Thaler & Will Tucker, Harvard Business Review Jan-Feb 2013,	Pg. 44-56
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WIRELESS MOBILE AD-HOC NETWORKS

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“Artifact Evaluation For Software Conferences”, Shriram Krishnamurthi, Software Engineering Notes, Vol. 38, No. 3, May 13Pg.No.7-10	Pg. 7-10
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“Risks To The Public”, Peter G Neumann & contributors, Software Engineering Notes, Vol. 38, No. 3, May 13	Pg. 21-28
“Revisiting The Experiment On Content Based Image Retrieval System Using Aliveness Detection”, D. P. Gaikwad, Journal On Software Engineering, Vol. 7, No. 2, October-December, 12	Pg. 1-9
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“Data Mining & Wavelet Tools For VLSI Cell Placement”, M. Thiyagarajan & R. Manikandan, International Journal of Computing & Applications, Vol. 8, No. 1, June 13	Pg. 1-5
“Design Of Audio Broad Caster & Listener Using Peer To Peer Network ”, Chandra Mouli Venkata Srinivas, Akana Orsu, NagaRaju, Katikireddy, Phani Sirisha, R. Satya Prasad, S. Balaji, International Journal of Computing & Applications, Vol. 8, No. 1, June 13	Pg. 25 – 33
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Readers' Views

The newsletter is very informative and beautifully designed. Activities, conferences and placement details are very motivating.

Ms. Novita Chopra
Vice Principal
Sachdeva Global School

I have gone through the issue of DIAS Times. I am happy to see DIAS and DIAS Times growing. I am the proud editor of DIAS Times and the newsletter has not only maintained its quality but has also enriched its contents over a period of time.

Kudos to the team!!

Dr. Sanjeev Singhal
Vice-President – Finance
Jubilant Life Sciences Limited

It gives me immense pleasure to receive every issue of DIAS

Times, which makes me feel connected with DIAS. Hats off to the team of DIAS Times for providing a blend of Management and IT information in one newsletter. Being part of the teaching fraternity, the book reviews are very helpful as they provide an insight into the new books/latest editions. Buzz enlightens about the latest events in the local as well as the global arena. An overall comprehensive newsletter, which is awaited every quarter.

Ms. Neha Kohli
Assistant Professor
Vivekananda Institute of Professional Studies

.....The issue has come out very well.

Prof. (Dr.) Ranbir Singh
Vice Chancellor
National Law University



Books For Review

TATA Mc GRAW HILL EDUCATION PRIVATE LIMITED

Title	Author(s)	Price (₹)	Edition
Business Research Methods	Gupta	299	1
Effective Business Communication	Jain	450	1
Change Management and Organisational Transformation *	Sharma	525	2
Economic Environment and Policies for Business	Paul	425	1
Business Statistics	Vohra	495	1
Indian Financial Systems and Markets	Saha	350	1
Organizational Behaviour	Sharma	450	1
Crafting and Executing Strategy (SIE)	Thompson	550	5
Management of Technology: The Key to Competitive and Wealth Creation (SIE)	Khalil	599	2
Employee Training and Development (SIE)	Noe	499	5
Cases in Corporate Finance – Volume II	Vishwanath	375	1
Winning Resumes and Successful Interviews	Bhargava	195	1
English for Academic and Professional Skills	Mahanand	275	1
Cases in Strategic Management – Volume II	Mital	450	1
Financial Accounting – Vol. III	Hanif	395	1
International Human Resource Management	Aswathappa, K	425	2
Business Taxation	Pathak, Akhileshwar	350	1

* Books Reviewed is this issue.

DELHI INSTITUTE OF ADVANCED STUDIES

is organizing

NATIONAL SEMINAR

Techno Tryst 2014

Novel Paradigms of Software Engineering and Database Technologies

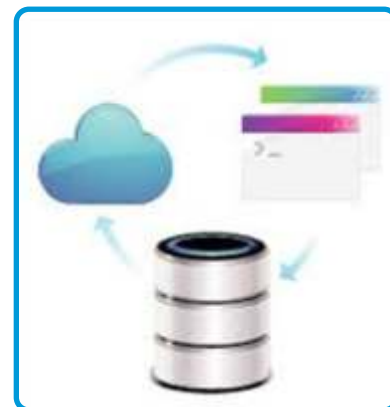
ON

Saturday, 1st March 2014

at Conference Hall, DIAS

With the technological advancements, there is a paradigm shift in the objectives of software engineering. It is not only to develop high quality software, timely, within the budget and under the software production constraints but also to align the software development practices along with database technology as its backbone. Database technology has provided a wealth of tools, techniques and methodologies to manage the information in a decent manner. It has become the underlying framework for every system as it assures easy and simple access of data.

The successful integration of the two domains requires further deliberation on their research and development issues. The aim of the seminar is to provide a unique platform to discuss, analyze and understand the emerging paradigms in software engineering, database technologies along with their application areas.



KEY FOCUS AREAS

The key focus areas of the seminar are:

AREA 1: EMERGING TRENDS IN SOFTWARE ENGINEERING

- Software Requirements Engineering
- Agile Methodologies
- Software Architectures and Design Patterns
- Development Paradigms and Processes
- Software Reliability and Testing
- Software Testing with Data Mining Techniques
- Software Quality Management
- Software Quality and Maintainability issues
- Software Quality Assurance and Control
- Component- based Software Engineering
- Object Oriented Software Engineering
- Software Project Management

AREA 4: SOFTWARE ENGINEERING, DATABASE TECHNOLOGIES AND THEIR APPLICATION AREAS

- Business Process Modeling
- Information Technology Service Management
- Customer Relationship Management
- Supply Chain Management
- Enterprise Resource Planning
- Business Intelligence
- Decision Support Systems
- Parallel and Distributed Systems
- E-Commerce and M-Commerce
- Web-based Systems

(Themes mentioned above are indicative only. Authors can submit papers on any other topics relevant to the seminar theme.)

AREA 2: EMERGING TRENDS IN DATABASE TECHNOLOGIES

- Mobile Databases
- Embedded Databases
- Very Large Scale Databases
- Spatial and Spatio-temporal Databases
- Self-managing Databases
- Multimedia Databases
- Semantic Databases
- Object Oriented Databases
- Web-based Databases
- Ontology- based Databases
- Cloud Databases
- Statistical and Scientific Databases
- Multidimensional Databases
- Database Refactoring

WHO SHOULD ATTEND

- Academicians
- Corporates
- Research Scholars
- Executives
- Students

REGISTRATION

For registration, please fill in the registration form along with the demand draft of the applicable fee in favor of Delhi Institute of Advanced Studies, payable at Delhi and send it to Mrs. Barkha Bahl, Event In-charge latest by 8th February 2014. Registration form can be downloaded from our website: www.dias.ac.in.

AREA 3: EMERGING TRENDS IN DATA MODELING AND DATA MANAGEMENT

- Conceptual, Logical and Physical Data Models
- Relational Data Model
- Object Oriented Data Model
- Object Relational Data Model
- Vector Data Model
- Generic Data Modeling
- Semantic Data Modeling
- Big Data Modeling
- Data Warehousing and Data Mining
- Data Management For Pervasive Computing
- Data Management in Grid, Sensor and Ad-Hoc Networks
- Data Management in Social Networks
- Knowledge Discovery in Databases
- Enterprise Resource Planning Databases

IMPORTANT DATES

Submission of Abstract	21st December 2013
Abstract Acceptance Notification	28th December 2013
Submission of Final Paper	11th January 2014
Acceptance of Paper for Presentation/ Publication	25th January 2014

REGISTRATION FEE

Delegate Category	In Person	In Absentia
Business Executives	₹ 2,000/-	₹ 2,500/-
Academicians	₹ 1,800/-	₹ 2,200/-
Research Scholars	₹ 1,500/-	₹ 1,800/-
Students/ Alumni Members	₹ 750/-	₹ 1,000/-

ORGANIZING TEAM

Ms. Barkha Bahl	9811765551
Ms. Sonia Gupta	9990311830

DELHI INSTITUTE OF ADVANCED STUDIES

is organizing a

National Conference

on

“ORGANIZATIONAL RE-ENGINEERING: NEW AGE TOOL FOR COMPETITIVE ADVANTAGE”

Saturday, 25th January 2014

at Conference Hall, DIAS

Technological advances, global competition, re-alignment of organizational processes with the markets have emerged as the new rules of corporate. Organizations push themselves constantly to unearth the challenges which are right there, but never mattered in today's scenario, but might prove decisive in slightly different competitive landscape as transformation through reengineering has become a key tool for competitive advantage.

Organizations across a wide range of industries are recognizing the potential of re-engineering to deliver discontinuous leaps in performance. The competitive climate, and the pace of change within and outside the firms are also encouraging a more coordinated and fundamental approach to the planning and design of business activity. Many leading firms are seeking to simplify and streamline their businesses as a part of a more sustainable low-cost delivery model capable of making better use of limited capital and enabling them to compete more effectively.

The conference intends to provide a platform to deliberate on the current changes witnessed by the organizations and the strategies developed by them to seize and maintain a true competitive advantage.



KEY FOCUS AREAS

The key focus areas of the seminar are:

Competitive Advantage through Accounting

- Environmental Management Accounting
- Lean Accounting
- Social Accounting
- Brand Accounting
- Inflation Accounting

Competitive Advantage through Finance

- Behavioral Finance
- Derivatives and Financial Stability
- Financial Re-engineering
- Financial Modeling
- Financial Intermediation

Competitive Advantage through Marketing

- Integrated Marketing Communications
- Service Quality
- Cross Promotional tie-ups
- E- Marketing
- Green Marketing

Competitive Advantage through Human Resource

- Human Resource Information System
- Demographics Management
- Employer Branding
- Managing Remote workers
- Green HR

Competitive Advantage through Production and Operations Management

- Lean Manufacturing
- Value Chain Management

- Enterprise Resource Planning
- Supply Chain Management

Competitive Advantage through General Management

- Public Management
- Value based Management
- Corporate Governance
- Knowledge Management
- Sustainability Management

Competitive Advantage through Information Technology

- Next Generation Networks
- Green Computing
- Information Systems and Services
- E-Business Databases
- Data Mining

REGISTRATION FEE

Delegate Category	In Person	In Absentia
Business Executives	₹ 2,000/-	₹ 2,500/-
Academicians	₹ 1,800/-	₹ 2,200/-
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For registration, please fill in the registration form along with the demand draft of the applicable fee in favor of “Delhi Institute of Advanced Studies” payable at Delhi and send it to Mrs. N. Malati, Event Co-ordinator latest by 15th December 2013. Registration form can be downloaded from our website: www.dias.ac.in