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NATIONAL CONFERENCE AND FDP *Special Issue*



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From the Editor's desk

"Meditation is a single lesson of awareness, of no-thought, of spontaneity, of being total in your action, alert, aware. It is not a technique, it is a knack. Either you get it or your don't" – Osho

Meditation and dhyana are an integral part of our country's culture. These are emphasized not only in the form of prayer, aradhana and yoga but also in the way people believe in themselves and in others.

This belief has also been extended to mere mortals worshipped as Almighty and the self proclaimed messenger(s) of God. But, human beings, considered to be the most intelligent creation of God, are also known to be gullible. Since ancient times, Guru is known to be emissary of God and treated as a mediator between God and human and has been placed above everything else which is very nicely expressed in the doha by Sant Kabir:

गुरु गोविन्द दोउ खडे काके लागुँ पाँय
बलिहारी गुरु आपने गोविन्द दियो बलाय

The great personalities such as Gautam Buddha, Sai Baba, Guru Nanak Ji and Dalai Lama, though born as humans have not only lead life of simplicity combined with a vigour for betterment of masses, but have also left an interminable mark on the society to be right and truthful in their actions. This more than justifies that they are worshipped as God and we follow them with our hearts.

It has been observed that in the recent times, this relationship has been marred with the exploitation of the naive followers leading to diminution of faith in the so called "babas". Another prominent visible feature is that these gurus follow the mantra of "only preach and not practice" – denunciation of materialistic things is applicable only to the followers but not the revered gurus'. But, the irony is that their followers include not only the masses but also the influential and the educated elite class. The possible reason for their support can be the ability of these gurus to sort their problems by demonstrations of divinity, visual trickery or so called miracles for a hefty return. So, it is a win-win situation for both parties, thus, no one complains. Intermittent scrutiny of these gurus' brings to light their deeds and misdeeds too but the memory of the common man is short-lived and hence all of us move ahead in life leaving behind the featured misdemeanors.

We need to understand and also educate the staunch believers that having faith is good but at times blind faith can prove to be fatal. As citizens, we need to be alert to help ourselves and others from falling prey to the so-called messengers of God. Constant vigil by the authorities & regular intervention and public disclosure of their assets might be the way to curb the menace of their augmented materialistic possessions. In the end, let not our cognitive abilities be overshadowed by our blind faith. Also, we can only hope that we don't need another avatar of Anna Hazare to help us fight against the mighty Godmen!

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 and Dr. S.N. Maheshwari, former Principal of Hindu College, Delhi University, is the Director General. Dr. I.B. Singh has joined the institute as Director in this quarter.

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

corporate world.

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

Academic

Contribution by Faculty

DR. S.N. MAHESHWARI, Director General, DIAS

Dr. S.N. Maheshwari, a prolific author with around 100 books/monographs to his credit, has brought out the following new monographs in April-June 2011:

1. **Company Accounts:** First Edition, for BBA students of Uttarakhand Open University. (Vikas Publishing House Pvt. Ltd.)
2. **Corporate Finance:** First Edition, MBA students of Karnataka State Open University. (Vikas Publishing House Pvt. Ltd.)
3. **Management Accounting:** First Edition, MBA students of Karnataka State Open University. (Vikas Publishing House Pvt. Ltd.)

MS. NEHA GOEL, Faculty, DIAS

Ms. Goel, attended a one day workshop on **Leveraging Technologies Using ERP and Open Source Technology** "at Tecnia Institute on 25th March 2011. The

workshop highlighted topics such as Open Source Software, How quality of education can be achieved using Open Source, ERP and the softwares that are available for implementing Open Source and ERP.

MS. N. MALATI and MS. RITIKA MAHESHWARI, Faculty, DIAS

Ms. N.Malati and Ms. Maheshwari, attended and presented a paper titled, "**A Study on service quality of HDFC Bank and ICICI Bank using SERVQUAL Model**" in the International Symposium on "**Innovative Management Strategies**" organized by Netaji Subhash Institute of Management Sciences, Delhi on 30th March, 2011.

The symposium focused on the growing importance of innovative management strategies to be adopted in every sphere of the present business milieu.

The presented paper focused on measuring the service quality of banks using SERVQUAL Model. The paper



highlighted the gap between the customer's expectations and perceptions between two banks and also provided with the innovative strategies to reduce the gap.

MS. SURBHI JAIN, Faculty, DIAS

Ms. Jain, DIAS, attended a one day workshop on "**Leveraging Technology to Improve the Quality of Higher Education**" at Rukmini Devi Institute of Advanced Studies on 2nd April, 2011.

The factors influencing the future learning trends and drivers of ICT growth were deliberated upon. The tablets as key access devices, and augmented vs virtual reality were also delivered upon.

MS. RITIKA MAHESHWARI and MS. SAKSHI SAXENA, Faculty, DIAS

Ms. Maheshwari and Ms. Saxena attended one day national workshop on "**Total Quality Management to Improve the Quality of Higher Education**" organized by Rukmini Devi Institute of Advanced Studies on 15th April, 2011. The workshop aimed at offering a platform for discussion and deliberation of best practices in the education industry to improve the quality of higher education, establishing a benchmarking for it and creating a globally competitive and sustainable human resource.

MR. HIMANSHU PURI and MS. ANJU BATRA, Faculty, DIAS

Mr. Puri and Ms. Batra, attended and presented a paper in International Conference on "**Enhancing Organizational Growth through Innovation and Creativity: Issues, Opportunities and Challenges**" organized by Amity Business School (Gurgaon), Amity University, Haryana on 5th

and 6th May 2011. The presented paper, titled "**Microfinance: An effective and innovative tool for poverty eradication and social empowerment in India**" deliberated upon the performance of various Microfinance institutions tackling poverty and social empowerment issues. The International Conference served as a platform for all academicians, young researchers and professionals working in these domains for takeaways and think over.

MR. HIMANSHU PURI, Faculty, DIAS

Mr. Puri, participated and presented a paper titled "**Role of banking sector in development of microfinance in India**" in the national conference on "**Contemporary Management Research**" organized by Apeejay School of Management on 13th May 2011. The theme of the conference was sustainable management practices. The presented paper focused on Banking sector's role in promoting and developing the microfinance services in India. The paper deliberated upon the concept and models of Microfinance being practiced in India as well as the banking sectors role for its growth. Various advantages and challenges faced by banks were also emphasized upon.

MS. BARKHA BAHL and MS. SONIA GUPTA, Faculty, DIAS

Ms. Bahl and Ms. Gupta attended one day Faculty Development Programme at BVICAM, New Delhi on 28th May, 2011, titled "**Leveraging Technology for Quality Education**". The objective of the workshop was to focus on the utilization of technology to support change to increase the quality and relevance of education systems.

PLACEMENTS

at DIAS

This quarter has been the most fruitful witnessing the entry of high profile brands like Federal Bank, Hindware (HSIL), Daffodils Software, ONICRA, India Infoline, HDFC Bank, I-Venture Capitals etc. Many of our students are now part of these bigwigs. Moreover, the packages being offered by such companies have been phenomenal like Federal Bank with CTC of six lakhs p.a. The highest package however being 7.17L has been offered by CAPITAL IQ, which has been visiting DIAS from last so many years consecutively.

More than 50% of our students have already been placed and there are more than half a dozen companies in pipeline including Noam Consulting, SIG Systems, Aptara Corp, Morning Star and many more, for which the interviews have been put on hold due to the end semester examinations.

The Finance sector was well represented with numerous openings for the profile of Research Analyst. Many companies like Hindware, Knowlarity Communications, Religare, HDFC SLIC etc. also visited the campus to hire interns. All recruiters



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

Every student wants to perform her/his level best in the placement season and win that dream job. The efforts from the student's side are clearly visible by their participation and we hope to see the same in future.

MCA placement for the 2008-2011 batch ended on a very positive note with 98% of the students being placed. It is all the more heartening that the companies like Leeway Hertz, NIIT, Grape City etc. have started approaching us for MCA 2009-2012 batches. We hope to repeat the same success story for the coming batch as well.

New Staff Members

We welcome the following new members of DIAS fraternity.

JOINED AS PROFESSOR AND DIRECTOR

Dr. I. B. Singh has joined the institute as Professor and Director from May, 2011. He is Ph.D. in the area of marketing management from Lucknow University. He possesses a Diploma in Business Management from Xavier Institute of Social Service, Ranchi and B.Tech. (Electrical Engineering) from Pantnagar University. Dr. Singh has a rich industrial experience of more than 32 years at various managerial levels with organizations like SAIL, MECON, MESCO Steels, Contec Global Ltd., and Taikisha Engineering India Limited. He has dealt in the areas of contracts and materials management in execution of national steel and automobile projects. In addition to industry experience, both national and

international, Dr. Singh has been associated with various management educational institutes also for the past many years.

JOINED AS LIBRARIAN

Ms. Jyoti Sharma has joined the institute as Librarian from June 2011. Apart from BA and MA in Political Science from Delhi University, she has also done her bachelors and masters in Library and Information Science from Delhi University. She has qualified UGC NET in Library and Information Science. She has working experience with Delhi University Library System, BrahMos Aerospace & Central Library of Delhi University.

KUDOS

The institute congratulates the following students for excelling in the semester results for the exams held by GGSIP University in December, 2010.

S. No.	Class	Name of the student	Percentage
1	MBA - I	Vipra Dhawan	86.87
2	MBA - III	Ruchika	88.88
3	MBA - III (PT)	Devesh Kumar	79.94
4	MBA - V (PT)	Deepika	86.52
5	MCA - I	Vandana	86.38
6	MCA - III	Sandhya Soman	88.54
7	MCA - V	Cheshta Arora	91.85



Activities at DIAS

GUEST LECTURE ON "PEAK PERFORMANCE and LEADERSHIP DEVELOPMENT"

"The worst nightmare is the dream, you never lived. The worst loss is the money, you never made. The worst failure is the success, you never tried for". A guest lecture was delivered on 29th March, 2011 by Mr. Siddhartha Sharma, a 26 year entrepreneur, working in the area of Peak Performance and Leadership Development and the founder of Success Monks International.



This dynamic and entertaining speaker informed and inspired the audience for developing their own human potential and personal effectiveness through self-esteem, creativity and success psychology, which may bring them immediate changes as well as long-term rewards. He laid emphasis on "passion" behind any enterprise and reiterated students to explore their inner self before starting a business or taking up a job. He suggested students not to be trapped by dogma - which is influenced with the results of other people's thinking, but to have the courage to follow their heart and intuition to achieve success. He supported his argument with many interesting facts and stories. He said 'Don't let the noise of other's opinions drown out your own inner voice because it's very easy to become a trend follower but it's very difficult to become a trend setter.'

His live examples, facts, figures and his infinite knowledge at such a young age mesmerized every student and motivated them to be an entrepreneur. His words of wisdom may take a long time to leave the minds of students. The session concluded with vote of thanks by Ms. Shuchi Vashisht, co-coordinator, EDC.

GUEST LECTURE ON "OPPORTUNITIES FOR AN MBA"

The Master of Business Administration (MBA) is a master's degree in business administration, which attracts people from a wide range of academic disciplines. MBA programs expose students to a variety of subjects, like, finance, human resource, marketing, international business, operations, which students may choose to specialize in. To elaborate more on the opportunities available to a student of MBA, DIAS Alumni Mr. Anand Subramaniam (MBA 2008-2010 Batch), currently working as Technology Consultant in Daffodils Software Ltd, visited the college campus to interact with the current batch of MBA students on 6th April 2011.



He talked about the career objectives for an MBA, value addition in the form of knowledge and skills, opportunities and rewards which can be grabbed optimally. He also elaborated upon the need to connect with the background of a student, i.e., there is a need to justify the previous studies undertaken by the student till the graduation level with MBA.

He showcased the value of a teacher to the students by giving various examples and encouraged them to learn from their teacher's significant experiences. With various activities, Mr. Subramaniam made students analyze where they stand, what they are capable of, where they can get to, how soon they can get there, why certain things do not happen the way they should and what is to be done to make them happen. The session was highly enriching and knowledgeable.



His wisdom at such a young age enthralled every student and encouraged them to understand the right direction to be followed. The session concluded with vote of thanks by Ms. N. Malati, Head of Department-Management.

SESSION ON MOCK INTERVIEWS

The placement cell of DIAS organized Mock Interviews for the final year MBA students on 9th April 2011. The session was conducted by Future Minds Consultancy which is a training and consultancy based organization offering programs in areas such as training resource development, language skills, business communication and employability enhancement. Industry experts with vast experience from



the area of Finance, Marketing and HR conducted the interviews.

The activity started with the brief interaction of industry experts with the students regarding how they should conduct themselves in an interview. They gave useful tips for the same also. Three panels were prepared as per the major disciplines and the students specializing in the particular areas gave the interview with the respective panel.

The best part of the activity was that the experts gave one to one feedback after evaluation of the student's performance. Session was valuable in the sense that the students got a glimpse of actual corporate job interviews and how they should behave at that point of time. All in all, the mock interview session was a good exposure and enriching experience for students.

GUEST LECTURE ON "OPPORTUNITIES IN BANKING SECTOR"

The economic reforms undertaken in the last 15 years have brought about a considerable improvement in the health of banks and financial institutions in India. The banking and insurance sector is very important in the Indian economy. The sector has made a marked improvement in the

liberalization period. There has been extraordinary progress in the financial health of the commercial banks with respect to capital adequacy, profitability, asset quality and risk management. Deregulation has opened new doors for banks to increase revenues by entering into investment banking, insurance, credit cards, depository services, mortgage, securitization, etc.

To acquaint the students with this sector, DIAS invited Mr. Sanjeev Jain, Sr. Sales manager, ICICI Bank to deliver a guest lecture on Opportunities in Banking Sector on 23rd April, 2011. He discussed the scope and present scenario of the banking and insurance sector. Various terms like retail banking, trade finance, corporate banking, merchant banking, private banking, treasury and microfinance were deliberated upon and the opportunities prevalent in these areas were also discussed at length.



According to him, insurance industry is the only industry which is cash rich and makes profit even in times of recession. Life insurance industry is growing at CAGR of 35% and private players are growing at the rate of 125%. The scope and opportunities of insurance sector were emphasised by explaining that out of more than one billion population in India, only 6.73% is insured.

The concept of underwriting, risk control unit, actuarial debt, administrative and real estate services and the various channels in insurance were also discussed. The queries of the students were very aptly handled. The session was very informative and enlightening.

INDUSTRIAL VISIT TO PCRA

The institute organised an industrial visit for the students of MBA 2nd semester on April 21st and April 26th, 2011 to Petroleum Conservation Research Association (PCRA). The



students were accompanied by faculty members, Ms. Roma Jaitly and Ms. Jiveta Chaudhary & Ms. Anju Batra and Ms. Ritika Maheshwari, respectively.

The main aim of this industrial visit was to acquaint the students with new and renewable sources of energy generation as well as to sensitize them about energy conservation. The students were initially shown a documentary on global warming which informed them about the grave situation of global environment caused by green

house effect, high rate of carbon emissions and injudicious use of natural resources. They showcased that the future forecasts are also shocking and frightening if the pollution level continues at the same rate.

To tackle this environmental threat, the students especially the future engineers, managers and citizens have to become proactive. They have to take steps in the direction of energy conservation, pollution control, environment safeguarding and earning carbon credits for the organization as well as the nation. It will also lead to managerial goal of cost cutting by green energy, green production and green buildings.

Students were encouraged to take small footsteps in their day-to-day activities which may save fossil fuels and energy as well as help to protect environment. Along with it, new substitutes for fossil fuels like bio-oil and bio-diesel extracted from Jatrofa seeds were promoted to conserve natural resources. Various running models of bio-diesel production and energy/environment savvy innovative machines were also shown to the students.

The visit was very edifying and proved to be an enriching experience



FDP ON RESEARCH METHODOLOGY USING SPSS

FACULTY DEVELOPMENT PROGRAMME
“RESEARCH METHODOLOGY USING SPSS”
MAY 9 -10, 2011

Faculty development is a pivotal investment for integrating technology in higher education. It can catalyze innovations in learning across generations. FDP on SPSS is an invaluable resource to teach how to use the software, to manage data and to conduct statistical data analysis. Also, it is ideal for those with a minimum knowledge of mathematics and statistics. SPSS provides a simple, easy to follow and non-mathematical approach to understanding and using quantitative methods and statistics.

A 2-day FDP on **Research Methodology Using SPSS** was organized on 9th –10th May 2011 at the institute's premises to familiarize the participants with the concepts of research

methodology and SPSS. The objective of the two-day program was to impart the data analytical capabilities to the faculty, research scholars and post graduate students, who want to enhance the quality of their work by using statistics for research. The focus was to develop skills to apply SPSS in research processes, provide relevant insights in research methodology, discuss the methodology requirements for research and stimulate and capture new approaches, so that the researchers are able to choose the right methodology for their research studies in various disciplines.

The programme commenced with the lighting of the lamp by the resource person, Dr. O. P. Wali, Professor, Indian



Institute of Foreign Trade, Dr. S. N. Maheshwari, Director General, DIAS and Dr. I. B. Singh, Director, DIAS. This was followed by a welcome address by Dr. S. N. Maheshwari.

On the first day of the FDP, Dr. Wali explained that research methodology is the key to determine reliability and validity of findings of every research whether in management, social sciences and commerce. Researches in academics and business have to be based upon reliable research methodology as all social, academic as well as corporate decisions are based upon findings of such researches.



Deep understanding of research and research methods is indispensable for faculty members and researchers. The variables under investigation must always be measured in one way or another. And, measurement generates numbers - or data - often much more data than we can manually interpret. As a result, statistical tools have been devised to help the researcher summarize and interpret raw data. Statistical procedures not only provide a way of summarizing data into quick and manageable information, but they also help the researcher decide about whether relationships between two or more variables are actually real ones.

Dr. O. P. Wali stressed on the basic concepts like different scales of measurement, data entry in SPSS, creating synthetic data with Excel and different types of distributions.



The second day commenced with the introduction of the concept of hypothesis and various parametric as well as non-parametric tests with the help of practical problems. The resource person mainly focused on mean comparison techniques with SPSS. T- Test, chi square test, ANOVA, factor analysis, simple linear regression and multivariate regression were deliberated upon with the help of practical problems. The programme was interactive with the active partaking of participants.

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



The FDP was formally closed with a 'Vote of Thanks' by the event co-ordinator, Ms. Pratiksha Tiwari.



The programme enlightened the participants with the vast knowledge to use SPSS and relevant insights in research methodology. Participants gained analytical skills that will definitely facilitate research scholars in completing their research works and improve the quality of education.

NATIONAL CONFERENCE

TECHNO TRYST 2011:
DYNAMICS OF INFORMATION AND COMMUNICATION
TECHNOLOGY







NATIONAL CONFERENCE ON TECHNO TRYST, 2011: DYNAMICS OF INFORMATION AND COMMUNICATION TECHNOLOGY

The emergence of Information and Communication Technology (ICT) has changed the dynamics of the new era. The current status of technologies has touched its zenith with new innovations penetrating every walk of life. Impact of ICT on business world has been instrumental in globalization. On one hand, the markets are thronging with the latest equipments which re-assert the authority of ICT while on the other hand, continuous scientific research is leading to the development of newer and better innovative technologies which materialize and benefit millions every day. It is now accepted that the productivity and competitiveness of all economic sectors and their capacity to innovate in terms of products, services and processes increasingly depend on information and communication networks.

Considering the above said, the institute organized a national conference on **"TECHNO TRYST, 2011: Dynamics Of Information And Communication Technology"** on 9th March, 2011 to bring together intellectual individuals for the exchange of information pertinent to the chosen subject. The conference provided a platform to deliberate on the possible impacts of emerging information and communication technologies on the workplace and communities. The conference focused on the vibrant transformations and the shortcomings of ICT. The various topics covered were:

- Data Mining
- Databases
- Software Engineering
- Green Computing
- E-Commerce
- Bio Informatics
- Networking



The conference started with an inaugural session which was later followed by technical sessions I and II. The following is the summary of the activities at the event:

INAUGURAL SESSION

The inaugural session commenced with lighting of the lamp of knowledge by the Chief Guest - Shri S. Regunathan, Chairman, State Fee Regulatory Committee, GGSIPU, Guest Of Honor - Shri Ashok Mehra, Global Head, Business Transformation and Change Management, Tata Consultancy Services, Shri S.K. Sachdeva, Chairman, DIAS and Dr. S.N. Maheshwari, Director, DIAS. This was followed by welcome address by Dr. Maheshwari.





Welcome Address by **Dr. S.N. MAHESHWARI, Director, DIAS**

Dr. Maheshwari welcomed the galaxy of eminent persons from industry and academics from all over the country and the audience to the conference. He emphasized that Information & Communication Technology (ICT) consists of IT as well as telephony, broadcast media and all types of audio, video processing and transmission and network based control and monitoring functions. Governments worldwide have recognized the role that ICT could play in the socio-economic development of their countries. Many countries are putting in place policies and plans designed to transform their economies into an information and knowledge economy.



The revolution taking place in ICT has been the central and driving force for the globalization process and has resulted in dynamic changes in all aspects of human existence. Today, as a result of ICT revolution, national boundaries between countries and continents have become indistinct. ICTs today are being treated as the tools for the post-industrial age and the foundations for a knowledge economy.

The use and production of ICT plays an important role in the ability of nations to participate in global economic activities. It offers unprecedented opportunities to developing countries to change their educational systems, improve policy formulation and its execution and widen the range of opportunities for the business and the poor. However, unfortunately over major parts of developing countries, ICT is available on a very limited scale.

As a result, they, at present, cannot fully participate in the current ICT-induced global knowledge economy. As such, these are bound to be unprecedented inequalities in distribution of ICT benefits between developed countries and the less developed. This is visible from the fact that while

transnational corporations are reaping huge profits from the flexibilities and opportunities offered by globalization, the level of poverty in the world is growing. The global mission should, therefore, be to ensure access of ICT to all nations as widely as possible, otherwise the gulf between the haves and the haves-not will be the gulf between technology-rich and the technology-poor.

Inaugural Address by **SH. S. REGUNATHAN,** Chairman, State Fee Regulatory Committee, GGSIU

Shri. S. Regunathan acquainted the students with the power of ICT in changing world by relating it to "iPhone". The mobile technology can be used not only for checking mails but also for listening to inspirational Vedic talks, technical points on golf, preparing lectures and numerous topics on ethics. The world is quickly adopting this new technological change.

Cloud computing is changing the entire dynamics of ICT. Information is available in small packets. Mr. Regunathan motivated the students by emphasizing how they can change the dynamics of life by quoting the example of Mr. Narayan Murthy, the Chairman Emeritus of Infosys Technologies Limited. Belonging to a middle class family, he invested only his knowledge to IT sector along with a meager amount of 10,000 and today, he has become the ideal for one and many.



The only mode of payment, in many countries, is mobile phone. There is no need to carry cash, one just needs to remember pin codes. Technology resides in every corner of society; we just need to look around, empower our mind and put it to practice.

He stated that it's a very sorry state that not even one university in India is in top 100 in the world, as there has been



no change in our classroom teaching over the years; though small countries like Malaysia and Singapore are much ahead. We live in a metropolitan city but are not completely aware as to how powerful technology can be. So, Gen Next needs to talk intelligently, be tech-savvy and alive to changes and technology, only then they will accomplish better results facilitated by improved decisions.

He concluded by stating that the earnest requirement is to improve quality of living, which can be achieved only when we know how to make use of technology. Using know-how will change perspective, learning skills, institution and community standards. He inspired the audience by quoting "**Knowledge Is Strength, Knowledge Is Power**".

Key Note Address by
MR. ASHOK MEHRA,
 Global Head, Business Transformation and
 Change Management, Tata Consultancy Services

Mr. Mehra deliberated upon how information and communication technology is acting as a catalyst in a country's progress. It has transformed the way society today feels, functions and thinks. If harnessed and directed properly, ICT has the potential to improve all aspects of our economic, social and cultural life. ICT advancements have played a key role in E-governance that has empowered even rural India.

In the field of medical science, India should learn from the west and develop a central database of medical history of its population accessible by all doctors across the country. This would facilitate and improve treatment administered to the patient.



ICT has revolutionized the education sector as well. Video conferencing has made it possible for the classes to be able to gain knowledge simultaneously from various countries. The

knowledge today knows no boundaries. In developing countries, primary education can be far reaching if the power of ICT is tapped properly. With tendencies of increased concentration of information flows to urban and central areas, economically disadvantaged countries and rural & peripheral districts within these nations tend to fall further behind in human resource development as well as in economic progress and political participation.

A lot of measures need to be taken to bridge this gap. Expansion of internet access in poor areas is being facilitated by arrangements for public use, such as Internet kiosks, cybercafés or multipurpose community telecentres.

Mr. Mehra concluded his address by highlighting about the new concepts like Kisan Call Centres and centre run by women in rural areas and how they are empowering women and bringing awareness in the backward areas. He concluded by saying that ICT provides a much needed dynamism to the nation to stand up to global competition, provide strength to the economy and prosperity to the country.

TECHNICAL SESSION I

The first technical session was chaired by Dr. Anil Rai, Head of Department, Centre for Agricultural Bioinformatics in India (CABIN). The speakers at the session discussed about RDF semantics, GPS GIS in e-governance, data mining, nanotechnology, and transrelational model.

Address by
DR. ANIL RAI,
 Head of Department, Centre for
 Agricultural Bioinformatics in India (CABIN).

Dr. Rai initiated the session by sharing his experience of the time when he was working on Data Warehouse designed for agriculture bioinformatics. He told that while designing this Data warehouse, the data was pooled from different sectors of agriculture.

He also deliberated upon OLTP i.e. On-Line Transaction Processing and OLAP i.e. On-Line Analytical Processing. OLTP systems provide source data to data warehouse whereas OLAP systems help to analyze it. OLTP is traditional databases and OLAP borrows the aspect of navigational databases, hierarchical database & relational databases.

He also explained the importance and applications of GIS and GPS systems. Further, he emphasised on Dimensional Modelling along with the use of tools like SPSS and Clementine.



He enriched the audience about the latest challenge of developing a Genomic Data warehouse, posed by bioinformatics, which will be able to mine the genes of human being. He concluded by highlighting the significance of ICT for the future software engineers.

RDF SEMANTICS APPROACH TO DATABASE TECHNOLOGY ON THE SEMANTIC WEB

MS. BEENA MAHAR, Asst. Professor, IITM, Delhi

Ms. Mahar explained about RDF semantic approach to database technology. It is an efficient way of representing data on the World Wide Web, or as a globally linked database. The problem with the majority of data on the web is that it is generally hidden away in HTML files which can't be used on large scale.



She further explained that Semantic Web can be seen as a solution. This will make publishing of data easier and there will be a knock-on or domino effect. Semantic Web applications

can be used for a variety of different tasks, increasing the modularity of applications on the Web.

The Semantic Web is generally built on syntaxes which use URIs to represent data, usually in triples based structures. These syntaxes are called "Resource Description Framework" syntaxes. RDF and Semantic Web technologies can be applied to the W3C process to increase efficiency, reliability, etc.

She concluded by explaining the emerging Semantic Web technologies based on the Resource Description Framework (RDF) standard. She included some use cases in her research work demonstrating the use of latest RDF database technology to build data warehouses that facilitate integration of genomic/proteomic data and identifiers.

USING GPS GIS AND WEB TECHNOLOGIES IN E-GOVERNANCE APPLICATION **MR. SANJAY KULKARNI, Scientist 'D', NIC, Pune**

Mr. Kulkarni initiated by explaining The Forest Rights Act, 2006. He focused on GIS and Web technologies which have helped Government of Maharashtra in the implementation of the act. The Government has given Records of Rights to the individuals or Community, who were forest dwellers for generations.



He elucidated that the GPS devices are used for measurement of the 0.33 million plots in 14,000 Villages and over 300 departments involved in the project. The data (gpx file, xml format) was uploaded from 110 locations to the server located at Pune. The team of experts downloaded the gpx file and analyzed the satellite map of previous period i.e. before implementation of the Act. There were several claims, which have shown occupation in the forest land cutting the forest trees. The use of this technology has



resulted in taking appropriate decision thereby saving the forest land from illegal encroachment.

He concluded by presenting the use of GPS and GIS to overcome this challenge, by using the GPS device which proved to be the quickest and most scientific way of plot measurement.

IMPROVING SOFTWARE RELIABILITY AND PRODUCTIVITY THROUGH DATA MINING

MS. KAPILA KAPOOR and MS. GEETIKA KAPOOR,
Faculty, GTBIT, Delhi

The major aim of software development is to produce a quality software and high quality software is developed using vast amount of software engineering data. This data can be used to predict, plan and understand various aspects of a project. It can also support future development and project management activities. But, the hitch is that this data is scattered.



The various data mining tools and data mining techniques like classification, association, pattern matching, clustering were discussed. These modus operandi are used to extract meaningful information. Mining converts static software engineering data to active data. Data is converted into knowledge and better programming, defect detection, testing, debugging and maintenance can be achieved leading to highly productive and reliable software.

She discussed Clementine tool for mining useful patterns out of scattered data to improve software reliability and productivity. Clementine tool mines large amount of scattered data and converts it into knowledge. It yield graphs, patterns etc and makes our work of analyzing the software engineering data much easier.

PATENTING NANOTECHNOLOGY: CHALLENGES IN THE PATH OF LAW

MR. ARVIND KUMAR and MR. ASHISH RANSOM,
Research Scholar, Dr. Ram Manohar Lohiya National
Law University, Lucknow

As newer avenues emerge, science unfailingly throws challenge after challenge in the path of law, as each new mechanism knocks on the doors of the intellectual property system, seeking protection therein. Protecting some of these technologies are often grey areas in the Indian Patent system. He explained one such avenue in the field of nanotechnology. He briefed about the perusal of nanotechnology and its essentials, the challenges to the patent regime and the suggestions for a change in the situation.



He concluded with the remark that nanotechnology will be an important part of our lives, enabling us to do things on an atomic and molecular scale. Though the grey areas are numerous to count, but the laws are enacted for society. It would be unfortunate to allow legal systems to remain redundant, while science and technology take giant leaps. Science depends on law, to protect its new creations.

TRANSRELATIONAL MODEL

MS. SHIPRA KALRA, Chandra Prabhu Jain
College of Higher Studies, Delhi.

Ms. Kalra introduced the Trans Relational model (TRM) which provides a new way to implement the RDBMS which is significantly better than the traditional SQL implementations. TRM is basically an implementation technology which represents a new approach for executing the relational model. Over the time, this model has become difficult to manage with huge array of data structures, access paths and optimization techniques. It has also made the job of database administrator (DBA) almost impossible.



She suggested TRM as a new approach that would be faster than traditional implementations of the relational model. It provides much higher level of data independence and also helps in simplifying the DBA's job. Using this approach, the data can be stored in different sort orders at the same time and also occupies much less space as compared to the conventional database today. Indexes and access paths are not required and join operation performance is also linear which shows the system is scalable.

She presented a different way to implement the physical database and its storage structures using TRM. She also described the implementation of various relational operators - join, union, intersection and difference - using the TRM approach with their detailed analysis, proving that it is more cost effective in terms of their implementation.

TECHNICAL SESSION II

The second technical session was chaired by Dr. N.Sridharan, HOD, School of Planning and Architecture. The speakers at the session deliberated upon various topics of interest like wireless sensor networks, e-commerce with data mining and online marketing.

**Address by
DR. N. SRIDHARAN,
HOD, School of Planning and Architecture**

Dr. N. Sridharan mentioned that rapid developments in Information and Communication Technology (ICT) have fueled the new paradigm of Electronic Commerce. He talked about the various types of E-commerce like B2B, G2B, B2C, G2C, G2G which are using latest wireless technologies i.e. 3G, 4G, 5G for communication these days.

He gave an example of a case of G2C, where use of technology has helped in reduction of the transaction costs. He emphasized that no extra transportation facility is needed and there is reduction in the amount of fuel used as well as material used for packaging and shipping.

He further added that India has got latest technology in remote sensing by giving the example of CARTOSAT imagery which is a one-to-one technology used widely. He emphasized the fact that the latest technology these days is getting cheaper and cheaper.



He talked about the "Technology Revolution" brought about in our nation and its advantages. Almost 70% of work done by Indians is done in India itself, i.e., we have sufficient latest technology to support our work in our country. Secondly, technology teaches us, i.e., we have to be abreast with the latest upcoming technology for being the part of dynamically changing technology revolution worldwide.

He concluded by explaining about E-platform and standardization of E-platform by giving example of Electronic voting Machines used in case of E-democracy.

**TARGETING AN INTRUDER IN SINKHOLE
ATTACK IN WIRELESS SENSOR NETWORKS
MS. ANKITA GARG, Research Scholar, IIT Kharagpur**

Ms. Ankita Garg enlightened the audience with her immense knowledge on the topic of wireless sensor networks. These networks are a combination of sensors and networks which are widely used in battlefields, home appliances, traffic monitoring etc.



Being widely used, these sensor networks are prone to various threats that can affect performance of the network. One of these attacks is known as sink-hole attack. In this attack, a node having more number of child nodes will behave as a sink hole and lead to network blockage.

A proposed research work has been undertaken to prevent this attack, using Mint route protocol. This protocol makes use of neighbor table which saves the link quantity of that node. Using this, the table link quantity of every node can be calculated. If the link value of any node is more than the threshold value allowed for a specific node, parent of that node is changed. In this way, the network can be prevented from the sink-hole attack.

ENERGY EFFICIENT PROTOCOL IN WIRELESS SENSOR NETWORK: REACTIVE ON-DEMAND ROUTING
MS. CHETNA LAROIYA & C. KOMALAVALLI,
Asst. Professors, Jagan Institute Of Management Studies, Rohini, Delhi

Ms. Chetna Laroia explained that in a wireless sensor network system (WSNS), there are number of sensors distributed geographically connecting the various networks. Routing algorithm for WSNS cannot be applied directly to the sensors, since precise state information of network topology is not available in WSNS. Along with the example of a WSNS application in the Healthcare sector, she discussed link state algorithms Dijkstra, etc.

She emphasized that any sensor can go down or get changed, since there are a number of dynamic server nodes. If one link goes down, the information gets flooded out through the network. Every node is communicating to its neighbor so every node gets information from its neighbor. Therefore, multipoint relay were introduced to avoid flooding.

She talked about two approaches- Proactive and Reactive. Proactive means reacting before we receive the data. In this approach, routes are made from source to link. Reactive



means reacting after things come to us. Route will be given to us whenever sink requires data. Reactive approach is better than proactive because it finds shortest path and costs the least. She concluded by explaining a protocol based on reactive strategy where each node follows Bellman Ford algorithm to choose shortest path.

COLLABORATING E-COMMERCE WITH DATA MINING: A CREAMY ASPECT
MS. NEHA GOEL & MS. SURBHI JAIN, Faculty, DIAS

E-commerce is gaining popularity nowadays. It provides huge power to analyze vast amount of information and for inferences, data mining tools are required. Their paper focused on combining the ease of e-commerce with power of data mining. It also incorporated the reliability aspect to greater extent.





E-commerce describes the process of buying and selling of products and services via the Internet. Data mining means extracting knowledge from large amounts of data. It is knowledge driven and an iterative process. Data mining tools aid the discovery of patterns in data and E-commerce is the killer-domain for data mining. It is called so because it provides reliable and abundant data for successful data mining.

To really take advantage of this domain, however, data mining must be integrated into the E-commerce systems. Such integration can dramatically reduce the data preparation time, known to take about 80% of the time to complete an analysis. There are many methods that increase the profit of a site. "CREAMY" is a subcategory of these methods that keeps a check on the increasing fraudulent practices being followed while transacting over the internet. The CREAMY approach explores the synergy of E-commerce with data mining for enhancement of reliability and customer satisfaction.

The presentation was concluded by emphasizing on the fact that the CREAMY approach explores the synergy of E-commerce with data mining for enhancement of reliability and customer satisfaction.

ONLINE MARKETING - THE PATH TO GLOBAL VILLAGE

MS. SEEMA PUNDIR, Assistant Professor, IMS NOIDA

Ms. Seema Pundir threw light on the revolution in information technology that has profoundly changed traditional dimensions of time, space and communication. The e-commerce, World Wide Web, email, voice mail and video conferencing have changed the fundamental chemistry of global marketing.



The transformation of an organization's process to deliver additional customer value through the application of technology is defined as Online Marketing. She explained that it involves some processes like - Creating an Internet marketing plan, Using web analytics to learn from the visitors, Promoting web site via Pay-Per-Click (PPC) and maintaining the quality of site. Through online marketing everyone is at ease for buying products as E-business is showing explosive growth.

The various benefits of online marketing can be seen as inexpensive, wide reach, convenience and many more. She concluded by discussing the drawbacks of online marketing like - Security issues, inadequate trust and lack of prior firsthand experience of a physical product.

**VOTE OF THANKS by
MS. BARKHA BAHL, Event co-ordinator**



Ms. Barkha Bahl, the event in-charge thanked the dignitaries, Chairman Sir, Director Sir, all the learned paper presenters, participants from various colleges, faculty and staff for their benign presence and making the event a grand success. She also expressed her gratitude to the organizing committee members, Ms. Sonia Gupta and Ms. Tripti Mishra, for their whole hearted co-operation in organizing the event. She expressed her hope for the same support and participation from all the colleagues and students for all forthcoming events.



The Latest Buzz

MANAGEMENT

ABOUT ONE MILLION GREEN JOBS WILL OPEN UP IN INDIA OVER NEXT TWO YEARS

According to United Nations Environment Programme (UNEP) reports from 2008, estimates that by 2025 India will see the creation of nine lakh green jobs in the area of biogas alone. The global market for environmental products and services is projected to go up to \$2.74 tn.

In India alone, headhunters estimate about one million green jobs will open up over the next two years. Earlier, the manufacturing sector used to hire health, safety and environment officers to ensure adequate protection. Now, such positions are opening up across sectors, and some companies are even hiring chief sustainability officers.

The Suzlon group, a pioneer in exploring renewable energy sources, signed a MoU with TERI University in March 2009, to institute MTech in Renewable Energy Engineering and Management. One of the biggest future recruiters in green jobs is likely to be real estate, with green buildings coming up fast. A recent study by Jones Lang LaSalle (JLL) estimates that 45 million square feet of additional green building space in India will be ready by 2012. Companies like Wipro, Microsoft, Cognizant, TCS, Infosys and Oracle are either operating or planning to operate from green offices.

OIL ON THE BOIL

The political unrest in the middle east, high demand from the US and China have once again pushed up the price crude to over \$100 a barrel for the first time in over two years, raising concerns among policymakers on the widespread fiscal and inflation risks. The upward pressure on crude is expected to persist this year and the International Monetary Fund baseline projection for oil in 2011 is \$90 a barrel, in comparison with \$79 per barrel last year. Since, India imports about 80% of its crude requirements and with domestic production remaining stagnant over the years, a Deutsche Bank estimate suggests that higher oil prices in 2011 could pose a risk, increasing the fiscal deficit by 0.5% of GDP in the 2011-12 budgets. The Government is unlikely to absorb the entire additional cost, which may aggravate inflationary pressures in India.

SUBWAY DISPLACES MCDONALD'S AS LARGEST GLOBAL RESTAURANT CHAIN

Subway, the sandwich chain has surpassed the world's largest hamburger chain, McDonalds in terms of number of stores to

become the largest restaurant chain on the planet and is now spread out more globally than McDonald's.

Subway, like many restaurant chains, is making a major push in international markets especially China, which it views as one of the greatest consumer markets on the globe right now. The expansion through internationalisation strategy is because of the meager demand for sandwiches in US.

Mr. Tony Pace, the chief marketing officer of Subway's Franchisee Advertising Fund Trust, considers franchisee ownership of the brand to be its key success factor. Its smaller-format stores cost less to open and operate than other chain restaurants.

McDonald's, however, remains the industry's revenue champion. It is still growing but it has made a concerted effort over the past couple of years on getting better, rather than getting bigger.

AXIS BANK LAUNCHES CURRENCY PREPAID CARD

Eyeing business from foreign nationals and people from the diaspora visiting India, private sector lender Axis Bank has launched the country's first currency prepaid card for such travelers. The 'India Travel Card' can be funded with any major international currency and after conversion, will allow customers to use the deposited amount in Indian currency to either shop or withdraw at ATMs.

Apart from being safe, the card will allow the user to access rupee anytime without being concerned about a moneychanger and the balance left in the account can be re-converted to a foreign currency at the end of travel. As of now, a majority of Indian banks offer preloaded debit cards for travelers going abroad but this is the first instance of inbound travelers being given such a facility. It will have a limit of ₹50,000 and customers can reload the card within six months from the date of first credit. To start with, the card will be available at the bank's branches in Mumbai, Delhi and Chennai. Using the card, a customer can access 4.7 lakh merchant terminals and over 44,000 ATMs across the country to transact.

BRAND REFURBISH

It is very rare that top MNC companies change their logo or brand. The public has seen Airtel Revamping with its new logo



and signature tune and also Motorola following the same league by launching the new Motorola Logo. The next similar move to change their logo with a small revamp has been done by Reliance.

It has started re-branding all its businesses as "Reliance" instead of going with the individual identities for each service. The common trend in the revamping is that they are dropping the tagline "Anil Dhirubhai Ambani Group" from the logo. That's right infact, the logo naturally has no text in it and the previous Reliance logo looked like a complete text version.

Also, it is rumored that Anil Ambani's RDAG is renaming the group's name from the existing Anil Dhirubhai Ambani Group to simply the Reliance Group to highlight their master brand.

MAINSTREET MARKETING

There has been a trend where small business owners have resorted to having websites for business promotion, and today one in three of all business owners have a website of their own. But they stop short of promoting it all hog, which implies that they are not utilizing the full potential of online presence. Only about one percent of these website owners have knowledge of making the most of the opportunities that internet has to offer, as they do not know what more to do to bring more customers to their outlets. This is where Mainstreet Marketing Machines come into play. This is an innovative concept, a brainchild of Mike Koenings, who is also the man behind The Traffic Geysers.

Mainstreet marketing machine takes advantage of the huge potential that lies for people to make use of modern video capturing techniques to help local business owners achieve more with their websites in terms of more customers, and ultimately more sales. It also helps the users to be able to make the websites of small business owners get better search rankings, more and quality traffic, and some specially designed new ways so as to get more customers. Mainstreet Marketing Machine is different from other multilevel marketing techniques and affiliate programs. It does enough to teach the user effectively and help small business owners to get more out of the websites in terms of increased number of customers, and hence, more sales. Though, small businesses have taken the first step and they are present on the web, they need to make efforts so as to increase their search rankings and become more visible to those who are on the lookout for the products being sold by these shops.

The purpose of this tool is to help those who want to earn through internet but are not really interested in affiliate programs or multi level marketing. The makers of this tool

believe that there is enough potential in this business to help people make money if they apply the techniques given along with this product.

CHINA SITTING ON AN INFLATION BOMB

China has continued to go from strength to strength. Its economy has soared. Its influence has grown. Asia has benefited. China's risks are different from those in the West, where debt problems persist. Across Asia, inflationary pressures are rising and policy needs to be tightened. The challenge for China is that in recent years, it has tied itself too closely to US monetary policy. In doing so, it has kept interest rates lower than necessary and its currency weak. Resolving these issues is vital and is underway.

US and China both need to set monetary and fiscal policies to suit their domestic needs. Although, China's policy tools worked well during the global crisis, there are risks now. First, the growing size of the economy and of the private sector makes it harder to control the economy from Beijing. Second, there is a need to rebalance the economy away from investment, towards consumption. While investment always sounds good, it is now so high in relation to GDP that not all of it may be worthwhile. Third, China's vulnerability arises from its underdeveloped financial sector. Thus, as income rises, there are limited options for investing household savings: into low interest-bearing bank accounts, into equities where governance concerns persist or into real estate where prices are already sky-high in many cities. This makes the economy prone to bubbles.

China needs to avoid the lethal combination of cheap money, one-way expectations and leverage. A few years ago, the talk in the US was about the 'Greenspan put', that interest rates were kept low to support the equity market. China can't fall into the same trap with property. All this raises the risk of a near-term setback in China. Rising food prices and wages add to the urgency. The authorities need to tighten policy sharply. This tightening will entail more loan quotas, rising reserve ratios, sharply higher interest rates, property taxes in some regions and possibly, steeper currency appreciation than the market expects. China's growth is for real. It is not a bubble economy, but it is an economy prone to bubbles. There is a big difference.

TALENT IS GETTING HARDER TO FIND IN INDIA: MANPOWER

Indian companies are increasingly finding it difficult to find right talent, with 67 per cent of employers struggling to meet their critical-level hiring targets. About a year ago, only about



16 per cent companies were facing difficulties in getting the right talent for critical positions, according to the survey by staffing services firm, Manpower.

For the last many quarters, demand for talent is increasing in India, but the supply is limited as individuals are lacking mission critical skills, resulting in such talent scarcity.

On one hand, the country has demographic advantage, and on the other, due to low employability, many of the talent are not employable. In India, the job employers face the most difficulty filling vacancies for research and development, sales manager and IT staff.

Trailing behind Japan and India in the global list is Brazil, where 57 per cent of employers are having difficulty in finding the right people for the right job. This is followed by Australia (54 per cent), Taiwan (54 per cent), Romania (53 per cent), USA (52 per cent), Argentina (51 per cent), Turkey (48 per cent) and Switzerland (46 per cent).

Some other factors behind the talent crunch is that during the recession time many organizations chose to let many of the talent go. As the demand for talent is now increasing, many organizations are now finding it difficult to fill the mission critical positions. Besides, as organizations are adopting a global way of functioning and becoming more competitive, the skills for the same jobs have changed overtime. Manpower Group surveyed nearly 40,000 employers across 39 countries and territories in the first quarter of 2011 to determine the extent in which talent shortages are impacting global labour markets.

SOLAR POWER - A SOLUTION TO ENERGY CRISIS IN INDIA

According to global consulting and advisory firm, KPMG, Solar Power will meet up to 7% of energy needs of India by the year 2021-22. Solar power is expected to help country move closer to the targeted 20-25% reduction in carbon emission intensity of Gross Domestic Product along with bringing in energy security for future. For this, KPMG has recommended the installation of decentralized applications, i.e. small scale power solutions closer to the load centers where the demand arises. These can be in the form of solar rooftop systems, solar power agricultural pump-sets, solar lighting systems or solar telecom towers. There are expectations that by the use of solar power agriculture sector as well as telecom sector can realize cumulative potential of approximately 16,000 MWs reducing largely the operational cost along with reducing coal requirement up to 30 % of the present consumption.

POLARIS, RBI INK \$55-M CBS DEAL

Chennai-based banking financial services insurance (BFSI) IT company, Polaris Software Lab has sealed a \$55-million deal with the Reserve Bank of India (RBI) to implement core banking system (CBS) across the bank. The end-to-end implementation includes system integration and maintenance of software for a period of over 10 years. RBI wanted to implement a centralised CBS at all its offices encompassing banking and accounting operations to align its current and future IT requirements, including one generalised ledger for the bank.

There are several functional and business requirements of the RBI that are specific to large central banks and different from the CBS in a commercial bank. Intellect CBS for central banks would help RBI to have a cross functional and seamless automation and integration of the banking operations in all regional offices of the departments. Security is a major focus area in the CBS implementation. Intellect CBS will seamlessly integrate into IT environment and landscape of RBI meeting all its workflow process requirements.

MOBILE MARKETING CAN CHANGE THE WORLD

Mobile marketing is changing the world one little step at a time. In many respects, third world countries are leading the way with mobile banking, mobile payments and mobile use in general. The reason is simple, land lines are rare, costly and unreliable. In India, it has revolutionized agrarian production by allowing field laborers who had rarely, if ever, entered their banks which are many miles away, to be paid electronically. Through mobile banking, they can see the money in their account and in some instances are able to pay bills via the phone.

This has increased farm productivity and workers motivation. By 2012, it is expected that world will be looking at smart phones as wallets, where payments to bricks and mortar stores, or wherever anyone is shopping will be made without having to swipe a credit card, just by codes on his/her smart phone. Today, mobile coupons are beginning to catch on in the US. 'The Mobile Marketing Association' strongly suggests that this must be an "opt in" arrangement. Depending on the phone plan, providers may charge coupon recipients for texts.



EXTERNAL CEOS COST MORE, DELIVER LESS

Companies that embark on expensive and lengthy searches for a new CEO could well be wasting both their time and money. According to a 20-year study of American S&P 500, non-financial companies, companies that only appoint internal candidates as CEO significantly outperform those that appoint outsiders to the top job. The study, by The Kelley School of Business at Indiana University and management consultants, identified 36 companies that exclusively promoted CEOs from within their own ranks between 1988 and 2007. These include Abbott Laboratories, Best Buy, Caterpillar, Colgate-Palmolive, DuPont, Exxon, FedEx, Honda, Johnson Controls, McDonald's, Microsoft, Nike and United Technologies, among others. It was found that these companies outperformed other companies across seven measurable metrics - return on assets, equity and investment, revenue and earnings growth, earnings per share (EPS) growth and stock-price appreciation. The analysis also found that no non-financial S&P 500 company with externally recruited CEOs generated 20-year performance numbers that surpassed or even equalled those of the top 36 in the above metrics.

And it isn't just poor performance that characterises external CEOs. The cost to attract them in the first place is significantly higher than that of internal candidates. The average total compensation - salary, bonus, and equity incentives - for external CEOs is 65 per cent higher than for those promoted from within. Yet despite this, four out of 10 of CEOs recruited from outside stay in the jobs for two years or less and almost two-thirds are gone before their fourth anniversary - many taking with them hefty "golden goodbye" payments.

Recruiting externally is often far more risky, costly and disruptive than seeding succession from within. An effective process of succession planning and fully-engaged boards of directors is critical to selecting the right leader. The process must be comprehensive and it must include a long-term understanding of candidates' records, references, leadership style and values under various conditions and in different roles. Boards need to develop relationships with CEOs that enable them to monitor, advise and when necessary, adjust the process to ensure that a talented executive is ready to step in, whether in an emergency or over a three- to five-year transition.

ERNST & YOUNG ENTREPRENEUR OF THE YEAR AWARDS

AWARD	AWARDEE
Lifetime Achievement Award	Brijmohan Lal Munjal, Hero Honda Motors
Entrepreneur of The Year	Dilip Sanghvi, Sun Pharmaceutical Industries
Entrepreneur of The Year-Start Up	N. K. Chaudhary, Jaipur Rugs
Entrepreneur of The Year-Business Transformation	Rajiv Bajaj, Bajaj Auto
Entrepreneur of The Year-Manager	R. Sridhar, Shriram Transport Finance
Entrepreneur of The Year-Services	Rahul Bhatia, InterGlobe Enterprises
Entrepreneur of The Year-Life	Shyam S. Bhartia & Hari S. Bhartia, Jubilant Life Sciences
Entrepreneur of The Year-Energy and Infrastructure	Naveen Jindal, Jindal Steel and Power
Entrepreneur of The Year-Manufacturing	Mallika Srinivasan, Tractors and Farm Equipment



ET AWARDS FOR CORPORATE EXCELLENCE 2010

Award	Awardee
Business Leader of the year	Aditya Puri, HDFC Bank
Business Woman of the year	Zia Mody, AZB Partners
Entrepreneur of the year	Narendra Murkumbi, Renuka Sugars
Global Indian of the year	Nitin Nohria, Dean, Harvard Business School
Business Reformer of the year	Kapil Sibal, Minister of Human Resources Development
Policy Change Agent of the year	Aruna Roy and Arvind Kejriwal - the founders of Parivartan
Company of the year	Larsen and Toubro
Emerging Company of the year	Cadila Healthcare
Lifetime Achievement Award	RC Bhargava, the non-executive chairman of Maruti Suzuki

INFORMATION TECHNOLOGY

GREENPLUM

Greenplum Database is a software solution built to support the next generation of data warehousing and large-scale analytics processing. Greenplum Database was conceived, designed and engineered to allow customers to take advantage of large clusters of increasingly powerful, increasingly inexpensive servers, storage, and switches. It is designed to store and analyze Terabytes to Petabytes of data. It makes it easy to incrementally add storage capacity and processing power when needed, avoiding costly appliance upgrades. Greenplum Database's "shared-nothing" architecture is optimal for fast queries and loads because it places processors as close as possible to the data itself, and performs queries and other operations with the maximum degree of parallelism possible.

VISUAL STUDIO .NET 2010 AND .NET FRAMEWORK 4

Microsoft Visual Studio 2010 and the .NET Framework 4 are the next generation of Microsoft development tools. They work together to accelerate the process of turning vision into reality for the developer. Visual Studio 2010 Professional has been engineered to support the development of applications for Windows, the Web, and Office. Visual Studio 2010 delivers key innovations in application architecture, development and deployment. It continues to deliver on the core developer experience by significantly improving upon it for roles involved with the software development process.

The enhanced testing features in Visual Studio 2010 automate the majority of common tasks and streamline the flow of information across the teams. .NET Framework 4.0 contains numerous improvements that make it easier to develop powerful and compelling applications. NET Framework 4 features with additional support for industry standards, additional languages, new support for high-performance middle-tier applications including parallel programming, and side-by-side installation with .NET Framework 3.5.

ROLLING BACK TRUNCATE STATEMENTS IN SQL SERVER

The two main statements used for deleting data from a table in SQL SERVER are TRUNCATE and DELETE. The two commands achieve the same result; however, each of the commands acts a little bit different. Each of the two commands has advantages, limitations, and consequences, which have to be considered when deciding which method to use.

DELETE statements delete rows one at a time, logging each row in the transaction log and maintaining the log sequence number (LSN) information. Even though, it consumes more database resources and comes in handy as these transactions can be rolled back if necessary, by using the log files, when the recovery model of the database is set to full.

TRUNCATE statement is much faster than the DELETE command. It deletes all records in a table by deallocating the



data pages used to store the table's data. This operation has a limited logging in the transaction log (only the page deallocations are recorded in the transaction log). In addition, fewer locks are acquired with this statement in comparison to the DELETE statement.

As a result of the above, it is commonly believed that records removed by the TRUNCATE statement cannot be restored – rolled back.

It is true in most cases, however DELETE and TRUNCATE can both be rolled back when they are executed inside a 'BEGIN TRANSACTION' block and the current session has not yet ended.

In other words, if the TRUNCATE statement has not been committed yet, it can be rolled back.

UNISON – THE NEW OPERATING SYSTEM

Actel has launched Unison, an ultra-tiny, Linux-compatible OS that gives developers the option for Linux-based embedded design when using Smartfusion intelligent mixed-signal FPGAs. Unison consists of a set of modular software components, which, like Linux, are either free or commercially licensed.

Unison offers Posix and Linux compatibility with hard real-time performance, complete I/O modules, a small memory footprint and an easily understood environment for device driver programming. Seamless integration with FPGA and analogue features are said to be fast and easy. Unison has more than 30 demonstration programs that work out of the box in 10 minutes with Softconsole. All Unison versions are strictly tested with standardised Posix test suites, along with additional testing, development and management approaches.

APPLICATION PRIVACY MONITORING FOR JDBC_s

Application Privacy Monitoring for JDBC (APM4JDBC) is a technology preview providing a Java™ library for adding privacy policy enforcement to existing Web applications that use JDBC/SQL. Privacy monitoring technology in information technology systems is now necessary in order to ensure compliance with stated privacy policies, especially in the customer information management systems in enterprises such as Customer Relationship Management (CRM). Privacy policies allow organizations to control the use of personally identifiable information (PII) according to individual choices. The IBM Tivoli Privacy Manager (TPM) provides server support for creating, deploying, and administering privacy

policies as well as for checking conformance to policies and for logging auditable data on data accesses.

APM4JDBC is a Java/SQL Privacy Monitoring library for the TPM. APM4JDBC provides privacy monitoring functions for applications running on a WebSphere Application Server and connecting to IBM DB2 by using JDBC. The idea is to wrap the JDBC connection class by adding the privacy monitoring and enforcement functions so that when an application calls JDBC to retrieve PII data, (1) the request SQL is analyzed, (2) a privacy conformance check request is sent to the TPM server to evaluate the privacy policies, and (3) the SQL ResultSet table is modified based on the privacy conformance check results and is returned to the application.

INDIAN GREEN GRID GROUP (IG3) PICKS IBM FOR INNOVATIVE GREEN DATA CENTER

IBM and IG3 have entered into an agreement, in which IBM will design a Green Data Centre for IG3. IG3 is constructing one of the largest Data Centers in the Asia Pacific Region. Located in Bangalore it represents the largest investment so far in this sector in India. The proposed size of the data centre will be approximately 8.5 lakh square feet.

As part of the deal, IBM will design IG3's Internet Data Centre with standards that are highly efficient and reliable. The data centre will be highly resilient and have the environmental protection advantages of IBM's industry-leading data centre design characterized by energy efficiency, green technologies, scalability and the latest power and cooling technologies. IBM and IG3 also signed a marketing alliance agreement that will focus on the development of the managed services offerings as well as joint go-to-market strategies to acquire customers for services such as IT hosting, business continuity and disaster recovery. Under this joint agreement, both parties will benefit from providing data centre solutions to potential customers while attracting clients into the data centre space.

IG3 develops and manages secure business infrastructure and hospitality infrastructure in India. The organization has an in-depth understanding of industry requirements and has brought international standards of technology, security and quality to each project and has built integrated, intelligent facilities that cater to unique customer needs. Some of the SEZ projects undertaken by them are in Chennai and Perundurai.



A NEUROCHIP THAT CAN COMMUNICATE WITH BRAIN

The University of Calgary, Faculty of Medicine scientists who proved it is possible to cultivate a network of brain cells that reconnect on a silicon chip—or the brain on a microchip—have developed new technology that monitors brain cell activity at a resolution never achieved before.

Developed with the National Research Council, Canada (NRC), the new silicon chips will help future understanding of how brain cells work under normal conditions and permit drug discoveries for a variety of neurodegenerative diseases, such as Alzheimer's and Parkinson's.

The new neurochips are also automated, i.e. anyone can learn to place individual brain cells on them. Larger networks of cells can be placed on a chip and observed in minute detail, allowing the analysis of several brain cells networking and performing automatic, large-scale drug screening for various brain dysfunctions.

ROBOT ENGAGES NOVICE COMPUTER SCIENTISTS

A new way to engage a new generation of students in computer programming is a Carnegie Mellon University-developed robot called Finch. A product of CMU's famed Robotics Institute; Finch was designed specifically to make introductory computer science classes an engaging experience once again.

A white plastic, two-wheeled robot with bird-like features, Finch, can quickly be programmed by a novice to say "Hello, World," or do a little dance, or make its beak glow blue in response to cold temperature or some other stimulus. But, the simple look of the tabletop robot is deceptive. Based on four years of educational research sponsored by the National Science Foundation, Finch includes a number of features that could keep students busy for a semester or more thinking up new things to do with it. Students are more interested and more motivated when they can work with something interactive and create programs that operate in the real world. Less than a foot long, Finch easily fits in a backpack.

Although robot kits suitable for students as young as 12 are commercially available, but often cost more than the Finch. Finch is a plug-and-play device, so no drivers or other software must be installed beyond what is used in typical computer science courses. Finch connects with and receives power from the computer over a 15-foot USB cable, eliminating batteries and off-loading its computation to the computer. Computer science now touches virtually every scientific discipline and is a critical part of most new technologies, yet U.S. universities saw declining enrollments in computer science through most of the past decade. If Finch can help motivate students to give computer science a try, many more students may as well realize that this is a field that they would enjoy exploring.

Scholastic Impressions

MANAGEMENT

TURNOVER INTENTIONS: PERSPECTIVES OF IT PROFESSIONALS IN KERALA

The article aims at understanding the importance of Internal Career Anchors (ICA) and external career opportunities (ECO) when determining employee intention to quit (ITQ) from an organization. The study was carried out in the IT sector as this is one area which contributes to 6% of the country's GDP and also the estimated demand of professionals for IT & ITEs sectors would be around 0.85 million & 1.4 million respectively in 2010.

Hence, the study becomes apt as the attrition rate in this sector is high. Organizations need to comprehend and identify the reasons/intentions of employee turnover so as to

overcome the problems associated with attrition. The sample comprised of 236 employees (programmers, system analysts and system operators) from Technopark, Trivandrum and Infopark, Kochi, Kerala. A quota sampling technique has been employed to assess their ITQ-within the next one to two years in light of their ICA and the perceived ECO provided by their organization.

A six point Likerts' scale was employed and the observed KMO value of 0.76 with $p = 0.000$ signifies that the patterns of correlations are relatively compact and yield distinct and reliable results. The following hypothesis were examined.



1. H1: The degree of internal career aspiration is negatively associated with ITQ.
2. H2: The level of ECO provided by an organization is negatively associated with the employees' ITQ.
3. H3: The degree of ECO is positively associated with internal career aspirations.
4. H4: Employees show less ITQ as their age progresses.
5. H5: Employees show less ITQ as their experience in the organization increases.
6. H6: Women retain their jobs shorter than men.
7. H7: Married workers retain their jobs longer than unmarried workers.

The results show that the hypothesis H1, H3, H4, H6 and H7 could not establish any significant influence on ITQ. Factors like age, gender and marital status influence the formation of one's ICA. It was also observed that IT employees of Kerala are willing to work anywhere, presumed to be more risk-taking, with lower level challenges and competence not sufficient to contain their appetite for better growth. Employees show positive turnover intentions in the absence of technical-functional competence and job stability though relationship between ITQ to ICA was not strong enough.

Hence, it can be concluded that companies should concentrate on their efforts to offer better ECO's in line with the ICA of the employees to reduce employee's turnover intentions.

Ms. N.Malati, Faculty, DIAS
(for full text, please refer to The IUP Journal of
Organisational Behaviour, Vol. 10, No.1, January 2011,
Pg. 18 - 41)

ESTIMATION OF HUMAN DEVELOPMENT INDEX IN ORISSA: DISTRICT-WISE ANALYSIS

Umakanta Tripathy

An economy's status as a developed nation, developing or underdeveloped economy can be assessed by Human Development Index (HDI) and its various indexes, i.e. Life expectancy index, Educational attainment index and GDP per capita index. However, there may be significant interstate and intrastate variations in terms of life expectancy, education and standard of living.

Orissa is one of the BIMARU states of India and this paper mainly focuses on human development in Orissa. It measures

human development in three different ways. The first is HDI, which measures three basic dimensions such as life expectancy at birth, adult literacy rate, and standard of living as measured by Gross Domestic Product (GDP) per capita. The second is Gender-related Development Index (GDI), which relates to female life expectancy, female adult literacy and gross enrolment ratio, and female per capita income. The third is Human Poverty Index (HPI), which relates to vulnerability to death at a relatively early age, percentage of adults who are illiterate and enjoy decent standard of living. On the basis of these indices, the paper classifies the different districts of Orissa and finds that the state has the minimum level of development on the health front with high infant mortality rate.

Poverty and regional disparities are the main reasons for low human development. But, the growth rate of female literacy rate was highest than other indicators. Correlation and Sudershan Iyenger method has been used for analysis.

It suggests that the basic minimum program must be provided in the backward districts of the state to maintain quality of life. Government should give utmost importance to education, health, infra structure and rural development with the help of NGOs, private public participation, self help groups and rural communities because economic development is possible when human capabilities expand through their creativity.

Ms. Anju Batra, Faculty, DIAS
(For full text, please refer to The IUP Journal of Managerial
Economics, Vol.8, No. 4, November 2010, Pg. 54 - 68)

DIVERSITY RECRUITMENT - A NEW PARADIGM IN HIRING

NR Aravamudhan

Workforce diversity is a primary concern for most of the businesses today. The management of workforce diversity as a tool to increase organizational effectiveness cannot be underscored, especially with current changes sweeping across the globe. Its importance has mainly been brought about by the free movement of labor due to globalization and the fight for human rights by certain minority groups who feel excluded from the employment sector. The increased mobility and interaction of people from diverse backgrounds as a result of improved economic and political systems and the recognition of human rights by all nations has put most organizations under pressure to embrace diversity at the work place. Diversity brings with it the heterogeneity that needs to be nurtured, cultivated and appreciated as means of increasing organizational effectiveness in this competitive world.



Diversity today is recognized alone by gender or race. It has navigated a long way from merely being an anti-discrimination initiative to HR strategy for generating competitive advantage and improving organizational effectiveness. Hence, recruiters are embracing the concept of Diversity Recruitment. Organizations that source talent from diverse pools can draw on their collective expertise, insights and knowledge about the marketplace. Diversity Recruitment however, faces certain challenges like ambiguous goals; inability of the HR practitioners to make a strong business case for it; inappropriate utilization of employee referrals; lack of incentives for HR for hiring diverse workforce; inexperienced recruiters; failure in market research which results in inadequate identification of potential diverse workforce; absence of performance metrics to track improvement in the organization's diversity effort; and lack of emphasis on orientation and retention of diverse employees.

HR practitioners have the responsibility to sell the idea of diversity recruitment to the individual managers by underscoring how diversity has a significant bearing on the business and at the same time organizations now need to adopt certain short and long term strategies to roll out diversity recruitment initiatives. Short term strategies to support diversity recruitment would include explicit communication of the goals; creation of a compelling business case; utilization of employee referrals; rewards and incentives for diversity recruitment initiatives; fostering creativity in recruitment and utilizing tools of technology; etc. Long term strategies to promote diversity recruitment could include hiring and training competent recruiters; conducting market research; developing performance metrics; and emphasizing orientation and retention of diverse employees.

Achieving success in diversity recruitment is a complicated yet crucial task. What is needed is unswerving commitment, raising the bar of standards, dogged persistence and unrelenting focus backed by top management support. It is an idea whose time has come and is here to stay for long.

Ms. Jiveta Chaudhary, Faculty, DIAS

(For full text, please refer to HRM Review, February 2011, Pg. 39 - 47)

FINANCIAL INCLUSION - STRATEGIES AND REGULATIONS

D. Venkataramaraju, S.V. Ramesh

The paper is conceptual in nature and deals with the strategies and the regulatory framework regarding the Financial Inclusion. Financial inclusion is a state in which all people, who can use them, have access to a full suite of quality financial services, provided at affordable price, in a convenient

manner and with dignity for the clients. The authors focus on various aspects of financial inclusion in India, UK and US in conjunction with an analysis of its outcome in India, the factors influencing it and the remedies for financial exclusion in India with a view to exposing and enriching the existing strategies and regulation with appropriate proportions.

The paper emphasizes the current scenarios of inclusion in US, UK and India. It provides the detailed statistics relating to the inclusion in India. The overall picture of credit access to clients in 2000 and 2009 is also presented. It talks about the three major aspects of financial inclusion:

1. Access to Financial Markets
2. Access to Credit Markets
3. Financial Education

Various factors affecting access to financial services like legal identity, limited literacy, level of income, complicated procedures were studied along with the consequences of financial exclusion. In the end, the author has provided some of the remedial steps to be taken for the appropriate growth of the economy by financial inclusion.

Mr. Himanshu Puri, Faculty, DIAS

(For full text, please refer to Journal of Accounting and Finance, Vol. 25, No.1, October 2010-March 2011, Pg. 105-114)

ARE INDIAN COMPANIES GOOD CORPORATE CITIZENS?

Puja Bhardwaj, Divya Y. Lakhani

Not long ago, the prime concern of a business was to make money. A growing understanding of the intricate connections between business and the social structure and how they influence each other has led to the concept of the social responsibilities of a business.

The research paper examines the CSR activities undertaken by Indian companies belonging to those sectors which have been registered under high growth rate in the last year including Automobiles, Pharmaceuticals, Infrastructure, Information Technology, Banking, FMCG, Alcohol and Tobacco, Chemicals, Cement, Fertilizers and Oil and Refining and determines the extent to which true character of corporate has been adhered to.

CSR reporting is still not mandatory in India, so it is more of a self motivated exercise for Indian companies. As for CSR orientation, Indian companies have decent bent towards philanthropic activities. Indian Inc. is taking sufficient initiatives and activities but they have to go a long way on measurement of results/outcome of those activities. Another



area of gap is CSR reporting. There is no consistency in measuring and reporting the CSR activities undertaken by them. India Inc is extensively pursuing CSR as it is a step towards self actualization of an organization and it also helps in image building among the society at large. However there is lot to be done so that these initiatives significantly contribute to society's development and up gradation.

Ms. Ritika Maheshwari, Faculty, DIAS
(For full text, please refer to Pravara Management Review,
Vol. 9, No. 2, July - December 2010, Pg. 55 - 62)

SMART COMMUNICATION: THE KEY TO MANAGING YOUR NEW AGE BUSINESS

Garima Bardia

With the world becoming a global village, the national boundaries are gradually trailing their significance resulting in intense competition. The melting down of the parameters of space and distance requires firms to work and communicate in 24X7 environments. Growing business complexities have eventually made achieving success in today's workplace closely tied to the ability of employees and managers to communicate effectively in and outside the organization.

Today, the need of the hour is "Smart Communication" and not effective communication. It goes much beyond to embrace the skills and abilities to not only effectively communicate but also ensure no loss of business goodwill and network.

The new age business requires managers to be extra vigilant and smart while communicating their ideas, views and opinions because a slight callousness on their part may lead to some serious and irrevocable losses to the organization.

The team based flatter organization structure requires systematic and hardcore communication efforts, as one person has more networks and more relationships to cater to. The advances in technology have made imperative for the businesses to keep themselves abreast of all new changes and technologies that are shaping up modern business communication.

Implementing effective corporate communication is not a cakewalk. A smart, articulate and succinct communication at workplace has become one of the essential perquisites for ensuring success in business today.

Ms. Shilki Bhatia, Faculty, DIAS
(For full text, please refer to The IUP Journal of Soft Skills,
Vol. 4, No. 4, December 2010, Pg. 27 - 33)

NEED FOR GROWTH, ACHIEVEMENT, POWER AND AFFILIATION: DETERMINANTS OF PSYCHOLOGICAL EMPOWERMENT

Sumi Jha

Empowering employees psychologically will help them in taking proactive actions to serve customers better. The objective of the article is to study the influence of motivational needs on psychological empowerment. The term employee empowerment has different definitions and explanations. It refers to employees and managers sharing equal responsibility for results and maximizing employees' contribution in an organization's success. Empowering subordinates has taken various forms in India over the years. Empowerment consists of an individual's judgment of meaning, competence, self-determination and impact. The identification of the psychological climate variables that positively influence feeling of being empowered should be understood by the management and steps should be taken in this regard in order to keep the local workforce motivated and productive.

Need for growth, achievement, affiliation and power are some of the aspects which, if satisfied can do wonders to the organizations. Most researches seem to assume that women have their needs for achievement, affiliation, power and self-actualisation met in the same way as men do, but there are many women who, although capable, do not wish to reach these levels, but would prefer to have their needs met in other ways.

The main conclusion is that all motivational needs, other than the need for affiliation are significantly and positively related to psychological empowerment.

Ms. Roma Jaitly, Faculty, DIAS
(For full text, please refer to Global Business Review,
Vol. 11, No. 3, October 2010. Pg. 379-393)

IMPACT OF GLOBALIZATION ON STOCK MARKET DEVELOPMENT IN INDIA

Kavita Goel, Rakesh Gupta

Over the last four decades, a large number of countries, both developed and developing, have implemented significant capital market reforms, including stock market liberalization, improvements in settlements systems and the development of regulatory and supervisory frameworks.

The objective of the paper is to examine the impact of globalization on stock market development in India using recognized indicators like size, liquidity and volatility. The



period to measure the same is 1990-91 to 2006-07. Monthly closing prices of BSE 100 Index has been used to calculate the volatility in the Indian stock market. Data has also been collected from hand book of statistics on Indian Economy by SEBI, Annual reports of RBI, economic surveys and other published reports of government organizations.

The result shows that there was rapid expansion in the number of companies listed on the stock market after globalization. The number of financial institutional investors has increased from 18 to 882, i.e., around 500 times increase. Primary market remained sluggish during a long period of around 10 years before increasing in recent years. Secondary market conditions can be one of the reasons behind the poor performance of primary market. Stock market size measured by market capitalization has increased 50 times during the period 1990-91 to 2006-07 whereas GDP increased by more than 7 percent. Average Market Capitalization Ratio over the period has shown constant increase in absolute terms and also in terms of ratio. Market liquidity is measured by value traded ratio and turnover ratio. Value traded ratio shows very little trading in the market initially after liberalization, then it increased and then comes down. Turnover of the stock as compare to size of the market was at maximum in the year 2000-01. Volatility of the Indian stock market has not shown any significance pattern on a year-to-year basis although it has continuously decreased over the three sub periods.

The efficiency of the market has increased significantly. Both the primary and secondary market has grown over time. The size of the market increased in absolute terms but liquidity decreased and volatility increased during the study period mainly because of passive conditions prevalent in the primary and secondary market.

Ms. Sakshi Saxena, Faculty, DIAS
(For full text, please refer to Delhi Business Review, Vol.12, No.1, January-June, 2011, Pg. 69-84)

CRM IN BANKS: WITH SPECIAL REFERENCE TO SARASWAT BANK IN THANE DISTRICT

GY Shitole and James Jacob

Customer relationship management (CRM) is a widely-implemented strategy for managing a company's interactions with customers, clients and sales prospects. It involves using technology to organize, automate, and synchronize business processes - principally sales activities, but also those for marketing, customer service, and technical support. The

overall goals are to find, attract and win new clients, nurture and retain those the company already has, entice former clients back into the fold and reduce the costs of marketing and client service.

With high economic development and increased levels of income, customers are now venturing out for better banking facilities. Banks that understand the needs of customers and transform themselves accordingly are definitely benefiting from the long-term loyalty of their customers. Some of the CRM initiatives in this field of developing personal touch with the customer and creating value for their money are as follows:

Easy Pay Scheme	Debit Card	Mutual Funds & Insurance
ATM Service	Mobile Banking	Anywhere Banking

In today's environment of cut throat competition, changing environment and entry of foreign banks, it has become extremely difficult for the urban cooperative banks to stay ahead of their competitors. Retaining the customer has become one of the challenging tasks which every segment is encountering. Many banks which have understood the importance of retaining customers are on the spree of implementing CRM in their organizations. CRM has found relatively higher and more successful implementation in the financial services industry. Customer intimacy or relationship with customers is observed as one of the competitive differentiators in this industry.

Ms. Taru Baswan, Faculty, DIAS
(For full text, please refer to 'Marketing Master Mind', February 2011, Pg. 22-25)

MARKET REACTION TO BONUS ISSUES AND STOCK SPLITS IN INDIA: AN EMPIRICAL STUDY

Koustubh Kanti Ray

This paper deals with the semi-strong form of efficiency in the Indian equity market, following an event study approach. The paper examined the announcement effects of bonus issues and stock splits on the Indian stock market during the period April 1996 to March 2008. An event study has been conducted using a 61-day event window. This study rejects the hypothesis of no significant average abnormal return around the event dates for stock splits, but fails to reject the hypothesis in the case of bonus issues. Thus, according to this paper it is proved that in the Indian market the investors can make abnormal returns around the stock split announcements only.



The study found a positive AAR of 2.4% in respect of stock splits on event announcement date. In the case of bonus issues, AAR was observed to be -1.3% on the announcement date, but statistically not significant. But the stock split return is statistically significant at 5% level on the announcement date. Moreover, it was found that 24% of the sample companies have positive returns during the event window in respect of bonus issues, whereas 58% for stock splits. Thus, it is evident that the reaction of market players to stock split announcements is more pronounced than that of bonus issues.

In the case of liquidity, hypothesis of no change in liquidity is rejected both in the case of stock splits and bonus issues. One possible reason may be quoted here that the affordability level of the Indian investors increases due to the stock split and the number of shareholdings increases both by bonus issues and stock splits. Furthermore, the stock split announcements lead to liquidity change in the post-event date, which confirms that the Indian market is more sensitive towards stock splits than bonus announcements. One important source of information that the investors can make use of for valuation of securities is corporate event announcement information. Corporate event announcement information and stock market efficiency are of greater interest to the investors. Therefore, the findings of this research are useful to fund managers, analysts, market regulators, researchers, the government, and the public in general.

Ms. Haritika Chhatwal, Faculty, DIAS
(For full text, please refer to, 'The IUP Journal of Applied Finance', January 2011)

PANCHSHEELA MODEL OF LEADERSHIP: A MODEL OF ORGANIZATIONAL SURVIVAL AND GROWTH

Ms Neetu Jain

India's intellectual heritage provides a fertile ground for development of new age management ideas. These ideas could be developed by drawing upon Indian civilizational experience of thousands of years and accumulated empirical intelligence of Indian experience. Ancient Indian texts represent the reservoir of wisdom and knowledge for development of new age management concepts and theories. In fact, ancient texts in new contexts provide us a basis for interconnections between Indian ethics and the spirit of development. In the realm of Indian Philosophical speculation, the contribution of Jainism is significant. As organizations are searching for effective leadership at work place, they can get insights from Jaina scriptures.

The concept of Leadership has been an intensive field of study by scholars and Practitioners. Academic literature is full of models and metaphors of leadership. An important contribution of Jaina literature has been its contribution to enrichment of the leadership concept and leadership models. One such model of leadership is Panchsheela, which is the fundamental principle of Jainism. Panchsheela means five principles or vows which act as a code of conduct for a leader. These five principles also known as Panchmahavrata are as follows:

1. **Satya:** Being truthful.
2. **Ahimsa:** Avoiding injury or active non- violence in mind, speech and action.
3. **Asteya:** Refraining from stealing
4. **Aparigraha:** Limiting one's possessions.
5. **Brahmacharya:** Not having sexual activities outside marriage.

Injury to living beings(himsa), speaking falsehood, taking away a thing which is not given (theft), sexual enjoyment with other than one's own wife (incontinence) and limitless desire for possession (parigraha)- abstinence from these acts are called (five) small vows.

If a leader follows these five principles, it can help him manage his organization in right and fair manner and will lead to its growth and development and eventually bring success to the organization. Therefore, these principles need to be imbibed in organizational culture by formulating policies and procedures based on them. Author has made an attempt in this article to discuss managerial implications of these vows along with cases of companies where these principles are observed or transgressed.

Panchsheela is a New Mantra for the Corporate World. The Five principles explained by Panchsheela form a practical code of conduct for managers in an organization. Employees in Organizations like to see their leaders as the person with qualities like integrity, honesty and truthfulness. A manager can command love, respect and loyalty of his followers only by being so and by being fully credible. These qualities need to be there in a leader. Such type of leadership will go a long way in improving the loyalty of the workforce towards the organization.

Ms. Neetu Chadha, Faculty, DIAS
(For full text, please refer to Journal of Human Values, Vol. 17, No. 1, April 2010, Pg. 43-62)



AN EXPLORATORY STUDY OF MANAGERIAL MOTIVATION IN THE BPO INDUSTRY

Anupama Dullo Raina

The author in this study has investigated into the relationship between perception of organizational climate and company satisfaction of managers. It was found that scope for advancement, wages and benefits are the most important factors as predictors of company satisfaction. It has been proved from time to time that job attributes like redesign of work, job enrichment, job enlargement, autonomy, restructuring work around teams and feedback enhance satisfaction at the workplace, which in turn result in higher performance.

The present study, however, proves that there is no significant relationship between job characteristics and company satisfaction. This may be due to the fact that jobs in the BPO industry are by and large routine and repetitive. Because of this, people who work in this industry are probably those whose needs for higher earnings and quick advancement are high. Such persons, therefore, may be willing to cope with routine and repetitive nature of their jobs as long as their needs of money and advancement are being met.

The employee turnover or attrition is a serious problem confronting the BPO industry. This may be largely due to the fact that the nature of work that this industry provides to its employees is not very challenging or exciting. Since job characteristics fail to provide a strong magnetic pull, the employees have no qualms about leaving one BPO job and taking up another as long the next job offers more wages and benefits and/or better scope for occupational advancement.

According to the author, the management circles in the BPO industry need to ponder over the findings of this study. They should themselves undertake or promote the conduct of such attitudinal survey research by outsiders to ascertain the needs of their employees. It is only when the needs of employees are addressed by the management that the employees will develop an emotional attachment with the organization they work for. The findings of this study suggest that there is an urgent need to redesign jobs in the BPO industry, which will go a long way in reducing attrition and enhancing the level of organizational commitment among the employees.

Ms. Pratiksha Tiwari, Faculty, DIAS
(For full text, please refer to, 'The IUP Journal of Management Research', January 2011)

INFORMATION TECHNOLOGY

THE EFFECTS OF INFORMATION PRESENTATION FORMAT ON JUDGMENT AND DECISION MAKING: A REVIEW OF THE INFORMATION SYSTEMS RESEARCH

Andrea Seaton Kelton, Robin R. Pennington, Brad M. Tuttle

Information presentation format is an important topic to both accounting information systems and information systems research. Numerous studies in both disciplines have examined presentation format issues in conjunction with other factors, such as characteristics of the task and the individuals. Although a heavily researched area, information presentation continues to be a critical topic to accountants, standard setters, and designers of AIS, and many issues remain unresolved. As technology continues to evolve, providing new methods for information dissemination, research should continue to identify the factors associated with information presentation format.

Research involving multimedia that examines variations in external problem representations using constructs such as the degree of visualization, format richness, focus of attention, and interactivity is lacking. Additionally, the examination of differences in essential characteristics inherent to each media is needed. Prior research has not kept pace with recent advances in touch screen technology combined with drill-up-and-down, multitasking, and multi-window computing environments. Identification of external problem representation at the construct level is a way to identify the cognitive factors associated with each format that will help improve the generalizability of future research on formats not yet studied.

Task complexity is the area within the problem-solving task, which consistently has been shown to interact with the external problem representation. However, certain aspects of complexity, such as dynamic complexity and experienced complexity, are yet to be addressed. The aspect of the problem-solving task that is least studied is the task environment.

The authors proposed that the mental representation for task solution is a dynamic process due to the individual's ability to adjust information-processing strategies based on performance feedback over repeated decisions.

Ms. Tripti Mishra, Faculty, DIAS
(For full text, please refer to, Journal of Information Systems, Vol. 24, No. 2, Fall 2010)



EYEOS: EXPLORING THE POWERS OF THE CLOUD

Sufyan bin Uzayr

EyeOS is a cloud-based OS powered by Apache, MySQL, and PHP built especially for enterprise usage. Cloud refers to provision of computing as a service, in which the users pay only for the service and not the hardware and infrastructure. It saves cost for an enterprise by a large margin. Be it Google Apps or even browser-based operating systems, in cloud computing, the cloud service provider deals with the infrastructural and hardware related costs.

The author has explained that self-deployment can be a better alternative in the long run from small or medium sized enterprise's perspective. The best thing about the Cloud OS is the fact that they can be used from anywhere on the planet, without any concern for synchronization of data across multiple machines. Only a computer with an internet connection is required.

The eyeOS desktop looks like any other OS, can be customized on the basis of themes and can be translated in 30 languages. On the productivity front, eyeOS supports MS Office and Office documents, spreadsheets and presentations. There is also a Personal Information Management (PIM) system in it. Uploading/Downloading files to the cloud is a breeze, and so is browsing pictures using the default system viewing application. Also, multiple instance of an application can run at the same time. EyeOS has a dedicated (proxy) FTP client, messaging client, RSS Feed Reader and Bulletin Board bundled by default.

There are two builds of eyeOS at the moment: v1.x and v2.x. The minimum hardware required to run eyeOS would be a Pentium-class processor with 256 MB of RAM, 200+ MB free hard disk space and software would be a Linux distribution, Apache, PHP and MySQL. The author further explains the steps to configure PHP and MySQL for eyeOS installation. EyeOS by default has a powerful File Manager that ensures effective management of data and its productivity caters especially to usage by SME's.

*Ms. Shuchi Vashisht, Faculty, DIAS
(For full text, please refer to PC Quest,
May 2011, Pg. 20-22)*

TAXONOMY-BASED DOCUMENT CLUSTERING

Masaud Makrehchi, Thompson Reuters

One well-known document representation for text clustering is bag-of-words. Although it is simple and popular,

it ignores semantics, underlying linguistic information, and word correlations. In this paper, bag-of-queries, a new document representation has been proposed. First, taxonomy of the terms in the local dictionary derived for data set is extracted. Next, the taxonomy is portioned to generate a set of correlated terms or bag of queries. Instead of using terms as features, they are employed to build a set of queries. Documents are ranked in response to the queries using a similarity measure. The proposed approach outperforms bag of word based document representation for clustering.

Document clustering is one of the most important tasks in text mining. It is also one of the major applications of machine learning and data mining. There are many applications using document clustering techniques such as natural language processing and information retrieval. Document representation is an important issue in document clustering. The author has proposed a new approach for representing text data. This method translates the document clustering problem into query processing. The intuition behind this approach is if a set of documents belongs to the same cluster, we can expect that they will respond similarly to the same queries.

*Ms. Surbhi Jain, Faculty, DIAS
(For full text, refer to Journal of Digital Information
Management, Vol. 9, No.2, April 2011, Pg. 79-86)*

MANAGING MULTI-SELECT PARAMETERS IN SSRS: HOW TO CREATE FLEXIBLE PARAMETER-DRIVEN QUERIES

William Vaughn

DBAs and administrators who use SQL Server Reporting Services (SSRS) sometimes run into a difficult situation i.e. users want to be able to choose more than one option in a report's pick list, but the report uses a parameter-driven query. SSRS's Report Processor has added support for this scenario of managing multi-select parameters.

To begin, we need to add a report, and then we have to:

- Build a parameter-driven query that creates the initial dataset.
- Build a query to populate the pick list.
- Configure the parameter for the parameter-driven query.
- Test the report.

To create the initial dataset, the user can use the query that returns a set of rows. The multi-select parameter is actually handled behind the scenes as a value array. Each selected



value is added to this array. After the parameter driven query executes, the results are exposed as a dataset in the Report Data Window. To populate the pick list, we need to build another query that adds a second dataset to the report. Then, configure in the parameters is required. Here, we can set the text that prompts the user for a value as well as configure how that parameter is to be managed. We can accept multiple values here. After configuring the report, final step it to test. Multi-select parameters add flexibility also as they work for stored procedures also.

Ms. Neha Goel, Faculty, DIAS
(For full text, please refer to SQL Server,
Vol. 13, No.3, March 2011, Pg. 26 - 28)

A REVIEW OF IT GOVERNANCE: TAXONOMY TO INFORM ACCOUNTING INFORMATION SYSTEMS

Carla L. Wilkin, Robert H. Chenhall

In the quest of maximizing the potential of Information Technology research and practice, IT Governance (ITG) aims to ensure effective utilization of IT by focusing on Strategic Alignment (SA), Risk Management (RK), Resource Management (RM), Value Delivery (VD) and Performance Measurement (PM). ITG shares many issues considered in Accounting Information Systems (AIS) research. The aim of this paper is to review ITG and provide a taxonomy that informs research and practice in both Information Systems (IS) and AIS.

IS, AIS along with Management Information Systems(MIS) is concerned with the production of quality in a timely, accurate, relevant, cost effective and replicable manner to facilitate business process such that firms are economically and socially effective in their competitive environments. The paper reviews earlier literature and summarizes the understanding provided by IT Governance Institute. A survey of literature is published from period from foundation of ITGI in 1998 until 2008.

Overall, research has appreciated the importance of ITG's focus areas, while MA literature has come to value understanding about linkages with initiatives such as strategic management accounting, strategic performance management, and activity-based-cost management taking a holistic and iterative approach. The synergies between AIS and MIS are considerable and their respective research output, provide cross-functional relevance. ITG and its focuses areas ensure that IT value is measured and delivered through SA, RK, and RM that use appropriate change management strategies. Herein, PM and VD are critical, both to demonstrate that IT can produce better returns on investment.

Ms. Somya Khanna, Faculty, DIAS
(For full text, please refer to Journal Of
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Alumni Speaks

Having completed my BCA and MCA from this wonderful institution, I feel privileged to have been the receiver of the follicle of knowledge in the past six years. My knowledge base has been enriched and enhanced by the interacting with expert scholars and professors of diverse fields. Also, at DIAS, I am grateful to the faculty members as they truly cared about my academic progress and I've benefited from this immensely. DIAS provided the resources necessary for concretizing my goals and ambitions.

The education that I have received has left a lasting impression which I will carry throughout my career in the business world. Looking back, I agree with those who say that college alone is not a guarantee of success or fulfillment. However, I strongly believe that DIAS teaches its students to be able to stand up for themselves in this global and dynamic environment. It's up to each student to make as much use of the information, resources and wisdom available to him. I appreciate that DIAS helped me emerge as a better person and I will always carry a bit of DIAS with me.

Abhishek Dutta
Associate Software Engineer
Grapcity India
MCA 2007-10

Two things that I learnt from DIAS, discipline and ethics, really helped in my personal as well as professional life and took me to where I am today. Dr. Maheshwari always advocated discipline and ethical behavior. Though, then I never used to relate to these, but somewhere in the back of my mind these they were there. I have tried to follow these two things and trust me they have really helped me both personally and professionally..

I am grateful to DIAS for providing me the opportunity to start my career with the largest global IT Company in the world i.e. IBM and I know without the guidance and support of DIAS, it would not have been possible.

Dinkar Bhatia
Lead Software Quality Engineer
Adobe Systems
MCA 2003 batch

Transition from one level of education to another is one of the most important milestones in a student's life. Master's program plays a critical role in shaping up today's management professional. I strongly believe that DIAS has been quite instrumental in bringing out the best in me.

When I look back today, I think DIAS offered everything a student requires to survive and excel in this competitive era. The institute's environment is very encouraging and motivating. As a student, I got ample opportunities for my overall development including sharpening the existing skill set. Apart from the infrastructural positives, the institute houses one of the most updated libraries amongst its peers.

Gurukuls have become schools and colleges, but faculty members at DIAS continue to believe and behave being Modern Day Gurus. I have personally benefitted a lot from the experience of the excellent faculty members at DIAS. I must say that their continuous efforts do help the students shape and progress in their respective careers.

A big thank you to every concerned person at DIAS for making me a true corporate professional.

Sudhanshu Verma
Universal Banker
Citi Bank
MBA 2008-2010

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आपकी मधुर विनम्र रसता, वन्दनीय है।
शिष्य उन्नति पथ पर बढ़े, आपको
अभिनन्दनीय है।
आप एक आर्दश समान है,
आप महिमा महान है,
आप गौरव निधान है,
हम पा सकें अल्पांश भी, तो पूर्ण होगी साधना
चाहिए आशीश गुरुवर, बस यही है प्रार्थना।
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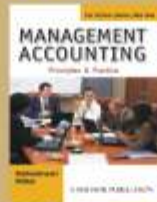
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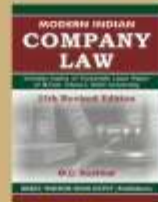
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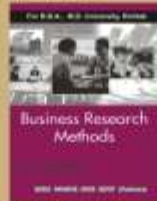
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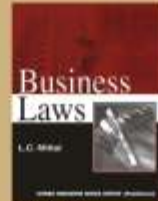
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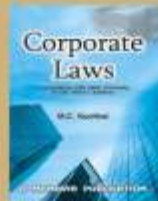
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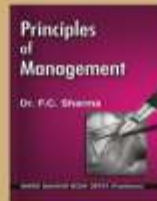
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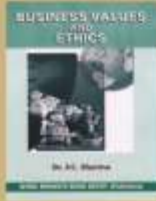
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