

Winning The Corporate Olympiad: The Renaissance Paradigm

By Dr. Pritam Singh and
Asha Bhandarkar

Vikas Publishing House Pvt.
Ltd.

First Edition
Pgs. 232, Rs. 295.00

Reviewed By:

Ms. N. Malati
Faculty

Delhi Institute of Advanced
Studies

The ultimate dream for all athletes dedicated to sports is winning a medal at the world's greatest stage called "Olympics". Time has witnessed toppling of established stars and rising of newer ones. It demands continuous struggle to achieve new heights of glory and then to retain the position in this mega event.

Market places have become battleground of corporates wherein acquisition, mergers, takeovers are new weapons of this warfare. New paradigm shifts are metamorphosing the corporate world. Survival has become a litmus test for all. Organizations who can foresee and anticipate the future and make adequate changes will remain to see the day while those who do not pay heed will perish.

The book "Winning the Corporate Olympiad: The Renaissance Paradigm" draws a comparison between the Olympics and the corporate world. The Olympic games are personified with top class performance and a constant strive to better one's own performance. Similarly, today's corporates are in no way different, as their survival, existence and growth can be considered a Herculean task. Hence, a constant introspection and change is required.

Organizations who fail to take this task seriously would loose battles before they even begin. Especially when the world is becoming smaller day by day & when geographical boundaries are becoming less and less visible. With the competition hottening up, the case may no longer be exceptional with the Indian companies. To cope with the current scenario, organizations should also learn to master the art of delivering the desired results at the right time and right place.

The authors of this book delve into the realms of the organizations trying to study the reasons for failures followed by identification of newer routes and treading them with the help of renaissance leaders.

The book has been divided into five chapters. Chapter I "Topography of the 21st Century Corporation" highlights the topography of the 21st century corporation wherein it takes into account the emerging imperatives and prepares an appropriate action agenda. A comparison of 20th & 21st century corporations have been etched out in terms of landscape of business organizations, business models, organizational style, operational challenges, people's imperatives and corporate governance.

Chapter II titled "Value of Indian Organization" discusses at length about the dismal performance of India on most of the socio-economic parameters and the reasons that inhibit effective utilization of individual and organizational resources. The focus is on individual and group level behaviour and the consequences which characterise the valley of Indian minds since such behavior has a strong impact on the organizational outcomes. The second part of the chapter focuses on organizational mindsets and their impact on building global competitive edge. Successful organizations need to possess a stronger vision but Indian companies still lag behind in their envisioning abilities thereby stunting the growth of the companies. The study on strategising, architecting, processing and acculturising in the Indian context is real eye opener.

Chapter III "Routes to Peaks for Building Corporate Renaissance" deals with corporate lacunae which calls for restructuring to meet future challenges. The earlier chapters dealt at length about

Continued....

the pitfalls of the Indian organizations while this chapter focuses on the routes that should be adopted by organizations to be winners all through and emphasises on the principle of equifinality. The 1990's structural approaches of downsizing, mergers, acquisitions, takeovers and strategic alliances have given way to new business models like developing wealth creation. The winning mantra for business organizations should include people power, entrepreneurization and creative destruction. The authors state that to scale heights of glory, organizations should bring in *change leaders*.

The IV chapter titled "Towards Renaissance Leadership" probes into the character of renaissance leader who can bring a turnaround in the organization. It has been observed that every individual possesses the potential to turn into an effective leader, provided he has the will to do so. Studies provide ample evidence of modest and humble beginnings made by leaders but later transformed them into successful empires. The only difference being, they could foresee the future and achieve their goals diligently.

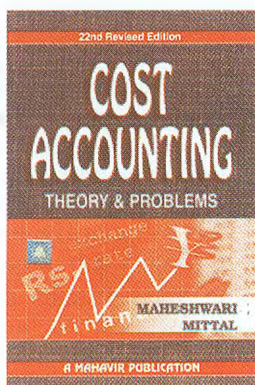
Chapter V "Grooming Renaissance Leader" emphasises on the old adage that leaders are not born but made. So the next most logical step is, how do we groom them? This chapter focuses on this aspect. It cites

examples of renaissance leaders like Gandhi, Gorbachev, Aditya Birla, Lincoln, Ambani and other prominent personalities. It gives an insight into their trust with change. It identifies the prominent features of grooming like:

- Architecting a Vision of Life
- Constructing Identity
- Belief & Value Building
- Emotional Empowerment
- Inculcating the Desire to Succeed
- Role Modelling

It has been observed that social learning and self-fulfilling prophecy also assists in shaping behaviour. The most important institution in developing behaviour is the family while the corporates and the Institutional world have made insignificant contributions. Self lotussing and enlightening should be adopted in the place of coaching or mentoring to groom renaissance leaders for building a better tomorrow.

Every organization in the years to come will have to pass through various acid tests. This book facilitates in identifying the current state of affairs and stating the future course of action. Hence this book is a must read for students, professionals and for all those who believe in creating a winning future.



COST ACCOUNTING : THEORY AND PROBLEMS

By Dr. S. N. Maheshwari and
Dr. S. N. Mittal
Shree Mahavir Book Depot
(Publishers)
Twenty Second Thoroughly
Revised and Enlarged
Edition (2004-05)
Pgs.1104, Price Rs.240/-

Reviewed by:

Ms. Ruchi Kansil
Faculty
Delhi Institute of Advanced
Studies

With increase in competition and consequent economic pressures, cost and management accountancy has been finely interwoven into the main fabric of management. The accumulation and analysis of cost accounting information for the valuation of products and services, internal decision-making, and measurement of financial performance is widespread since the last century. Collection, assimilation, collation and analysis of financial information from all areas of an organization are the functions of a cost accountant. There is no denying the fact that an organization's success or failure is dependent on the quality of information made available to the management. This is where cost accounting plays a vital role to the company. It helps to ensure that managerial decisions are well within the cost prescriptions. At the same time, competitive positioning requires knowing which product lines, regions, segments are contributing more to profit; knowledge of cost of raw materials, labor, transport, overheads helps in preparing budgets for the operation that is planned; manufacturing is becoming more capital intensive, there are more indirect costs. Costing errors (which affect pricing) may be fatal; the organization may lose a competitive bid due to miscalculation of costs and it is important to detect inefficient activity. Thus with the growing importance of Cost Accounting, the book provides an in-depth understanding and knowledge about Cost Accounting.

This book has been viewed by many as the basis for cost accounting theory. As the authors stated in the preface, they "have attempted to meet all the more

comprehensively the combined course requirements of the students appearing in the paper Cost Accounting at various university examinations and those conducted by the professional institutions". The book is divided into five sections. *Section One Costing Fundamentals* consists of six chapters (chapter one to six) thoroughly designed to provide fundamental understanding of the basic costing principles and concepts and related issues of the three main elements of Cost of Production: Raw Material, Direct Labor and Direct Expenses, Overheads. Chapter six includes Activity Based Costing, which gives an understanding of Activity Based Costing System, and allocation of activity based costs to cost pools such as products, customers, markets, or, projects. *Section Two Costing for Specific Industries* includes four chapters (chapter seven to ten) focusing on single or output costing; job, batch and contract costing; process costing; operating costing. *Section Three Accounting Methods* with three chapters (chapter eleven to thirteen) deals with Cost Control Accounts, Reconciliation of Cost and Financial Accounts and Integrated Accounts. *Section Four Costing for Control* comprising of nine chapters (chapter fourteen to twenty two) incorporates costing for management decision making and control through Budgetary Control, Standard Costing and Variance Analysis, Marginal Costing and Cost Volume Profit Analysis, Uniform Costing and Inter Firm Comparison. The section also includes chapters about Presentation of Cost Information through Traditional and Mechanized Accounting. *Section Five Revisionary Problems* deals with practical problems of all the previous chapters (chapter one to twenty two).

Continued...

Authors have briefly incorporated scope of cost accounting, elements of cost, classification of cost to lay a strong foundation for beginners. Origin and growth of cost accounting is outlined in the beginning to build a complete orientation of the subject. Difference between Financial Accounting and Cost Accounting is summarized which clarifies that each deals with matters special to itself. Production costs are important for overall profitability of an organization. An efficient system of control will lead to a significant reduction in production cost. Therefore, understanding of the concept and related issues of the three elements of cost of production is a must. The book addresses the techniques and procedures to be followed for material control; accounting and control of labor; classification of overheads into different categories; the treatment of different items of overheads in cost accounts; allocation and apportionment of overheads and different methods for disposal of under and over absorbed overheads.

Specific industries like breweries, brickworks, sugar mills, paper mills, chemical plants, paper manufacturing, printing shops, machine tool manufacturing, repair shops, wood work - shops etc., vary in their functional orientation. Firstly one must be able to understand their meaning and utility and then be able to differentiate between all of them. Computation of cost, profit and the treatment of profits slightly vary in these industries. The book provides thorough understanding of the related specific aspects. There exists difference in computation of cost in case of different industries using operating costing. Chapter ten explains the same with the help of solved illustrations.

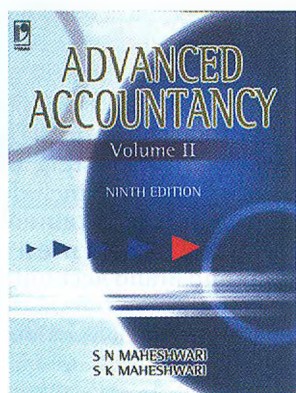
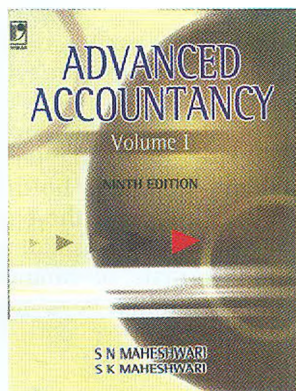
With organizations maintaining cost accounting records and financial accounting books, a need to reconcile the two emerges. One has to first identify the ledgers maintained by financial as well as cost departments, causes of difference between the profits shown by both of them and then make appropriate entries in the books of account. At times, integral system

of account is followed by organizations. The book explains both integral and non-integral system of accounting in detail.

Organizations pursue various short range and long-range goals. To meet these goals, costs are to be reduced and proper relationship between cost and incomes are to be established. Managements use various tools for planning and control such as budgeting, responsibility accounting, standard costing and variance analysis, marginal costing and cost volume profit analysis, inter firm comparisons. This is what they must do to satisfy their customers and succeed in the market place. The book illustrates different types of budgets and analysis of variances in the simplest form. One will appreciate and understand the importance of performance budgeting, zero based budgeting, responsibility accounting, cost volume profit analysis and break-even analysis for an organization after reading the relevant text.

The book illustrates the various methods of presentation of cost information through charts and graphs, thus making knowledge of reporting easy for cost accountants. Various legal and statutory provisions of cost records and cost audit are summarized. Last but not the least basic formulae in the beginning and the section of revisionary problems in the end is an asset for students.

The appendix one covers terminology issued by CIMA London, which is a ready reckoner for professionals and students. In order to enhance standard practices and help industry and the government towards better-cost management, Cost Accounting Standard Board (CASB) was setup by the Council of the Institute of Cost and Works Accountants of India (ICWAI). Appendix two covers its objectives, scope and applicability. CASB has given four Cost Accounting Standards. The appendix three of the book covers them in a simple point wise manner. All of the chapters are written in simple lucid and effable style. This is not a book that will strain you and is for future accountant who want to develop and enhance their understanding of and ability to solve cost accounting problems.



ADVANCED ACCOUNTANCY

VOLUME - I & II

Accounting as a language serves the function of communication to all, irrespective of whether they have direct or indirect stake in the business, viz., the proprietors, creditors, investors, bankers, Government, competitors, employees and other agencies. Accounting organizes and summarizes economic information so that decision makers can use it. The information is presented in reports called Financial Statements. To prepare these statements, accountants analyse, record, quantify, accumulate, summarize, classify, report and interpret economic events and their financial effects on the organization. The series of steps involved in initially recording information and converting it into financial statements is called the accounting system. Book-keepers and computers then perform the routine task of collecting and compiling economic information. The real value of any accounting system lies in the information it provides. Accounting is becoming increasingly attractive and fascinating. With the growing importance of accounting in the international arena, the book provides an in-depth understanding and knowledge about accountancy.

The accounting concepts and procedures are being constantly reviewed and revised. The book ensures that the changes are synchronized and harmonized with the related laws, revised rules and regulations pertinent to the topics covered. The book has kept in view the international developments in the accounting arena and also blends national as well as international laws which have become all the more essential with trade liberalization and globalization. The book is presented in two independent but complementary volumes,

Volume I and Volume II. Volume I deals with the fundamental principles of accounting concerned with non-corporate entities-it comprises of three sections:

- (I) Accounting Principles and Processes;
- (II) Special Business Accounting;
- (III) Partnership Accounts.

Each section has been divided into a number of convenient and independent chapters dealing comprehensively with the text and illustrative material for better and concise comprehension for the user. All the sections have, apart from mandatory changes, incorporated question trends adopted by Institutions conducting professional and non-professional examinations.

Section I comprehensively and in a very simplified and illustrative method defines the meaning, scope, and need for accounting vis-à-vis its objectives and the role of accountant. It also incorporates 29 National and 41 International Accounting Standards. Journalizing the transactions, their ledger postings and trial balances have been dealt in Chapter 3-5. In the chapter concerning Negotiable Instruments, the author has taken painstaking endeavour to simplify theory/practicals of negotiable instruments. The chapter on Capital and Revenue incorporates the change in the concept of deferred revenue expenditure. The scope of Depreciation Accounting has been further widened by inclusion of text and practicals concerning provisions and reserves.

Section II on Special Business Accounting deals with each conceivable type of

By Dr. S. N. Maheshwari and
Dr. S. K. Maheshwari

Vikas Publishing House Pvt. Ltd.
Ninth Thoroughly Revised and
Enlarged Edition (2004-05)

Vol I : pgs.1111 Price Rs. 295/-
Vol II : pgs.1332 Price Rs. 310/-

Reviewed by:

Ms. Haritika Chhatwal

Faculty

Delhi Institute of Advanced
Studies

Continued....

business such as Consignment, Joint Venture Accounts, Hire Purchase, Lease and Installment, Purchase System, Branch, Departmental Accounts, Royalty, Contracts Accounts, Insolvency Accounts, Insurance Claims, Voyage Inventory Accounts, Valuation, and Underwriting Accounts. The changes in the recording of accounting transactions concerning Leases made mandatory by the Institute of Chartered Accountants of India (ICAI) have been included. The section also imparts comprehensive knowledge about Government Accounting in chapter 12 and serves to benefit the end-users working in various Departmental and autonomous bodies. The effects of changes in foreign exchange rates on account of issue of AS 11 (Revised 2003) have been incorporated in chapter on Branch Accounts.

The author has defined the Basic Fundamentals of Partnership Accounts and Procedures in section III. Accounting Standard 10, pertaining to Accounting for Fixed Assets and Accounting Standard 26, concerning Intangible Assets, made mandatory by ICAI have been included in this section.

Volume II of the book pertains to the intricate subject of Corporate Accounting. It is divided into three sections:

- (I) Company Accounts;
- (II) Specific Companies Accounts;
- (III) Management Accounting.

Section I deals with the general accounting principles applicable to companies. Topics such as Issue and Redemption of Shares and Debentures have been explained with complete clarity and simplicity of exposition. The provisions relating to Corporate Governance and the transactions for which a company must maintain proper books of accounts has been dealt comprehensively in the topic on Company's Statutory Records. The book incorporates various developments that have taken place in the corporate world such as amendments in the Companies Act 2001 & 2002. The changes in the Administrative Ceilings regarding managerial remuneration on account of amendments in schedule XIII to Companies Act and also the basic features of accounting standards 4, 5, 15, 17, 18 and 29 have been included in the chapter on Company Final Accounts. This section also includes a topic on Financial Reporting for Financial Institutions which explains the principles and policies applicable to the maintenance of accounts by different types of Financial Institutions.

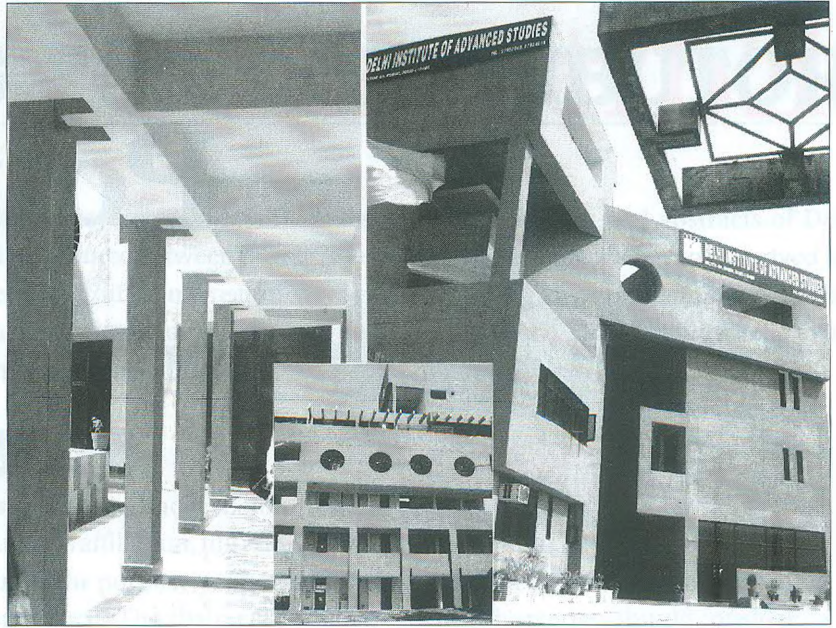
Section II of the book explains the preparation of Final Accounts relating to a certain specific types of companies such as Banking and Insurance. The important provisions relating to classification of advances has been incorporated in the chapter on Banking Companies. The topic on holding companies includes the implication of the basic features of AS 21 that deals with consolidated financial statements. The formats of financial statements introduced by Insurance Regulatory and Development Authority have also been included.

Section III deals with a growing and challenging branch of accounting-Management Accounting. In this section besides Fund Flow Statements and Cash Flow Statements, popular topics such as Financial Statements Analysis, Inflation Accounting, Human Resource Accounting and Social Cost Benefit Analysis have been included. The concepts of Value Added Statements, Economic Value Added Statements, Environmental Accounting and Brand Accounting have been thoroughly discussed in the chapter on Recent Developments in Accounting.

The book has accomplished well its due sense of appreciation apart from lot of fine tuning which was called for under the changed scenario. The accounting concepts have been logically presented in classified framework and presentation has been exhaustive and illustrative. The book encompasses the changes required by academic and professional examinations.

The language is simple and topics well synchronized. At the end of each chapter, objective type, essay type questions, practical questions with short answers have been given for recapitulation and better grasp of the subject. The contents have been simplified and particular care has been taken to explain complex and intricate points. Appendix I of vol I contains the Guidance Note issued by Accounting Standards Board (ASB), ICAI with a view to clarify the important terms commonly used in preparation and presentation of 'General Purpose Financial Statement'. Appendix I to V of Vol II encompass tables pertaining to calculations relating to present value of Rupee, Sinking fund table and compound Value of Annuity. Appendix VI of Vol II deals with Schedule XIV to the companies Act and Appendix VII deals with the present position of the Accounting Standards in India. With all the changes and adoptions, the book is indispensable for the students.

DELHI INSTITUTE OF ADVANCED STUDIES



THE INSTITUTE

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.

Sh. S. K. Sachdeva, well known name in the educational world, is the Chairman of the Institute. Dr. S. N. Maheshwari, former Principal of Hindu College, Delhi University is its Director.

The Institute runs the following programs affiliated with Guru Gobind Singh Indraprastha University:

MBA BBA MCA BCA

MBA, MCA, BBA & BCA with sixty seats in each programme. The credibility of education at the Institute is increasingly being realised and recognized by foreign universities as well as the corporate world.

In this era of liberalization and globalisation, due importance must be given to the academic collaboration between Indian business schools and their counterparts abroad. Such academic collaborations should particularly extend to areas like framing/revision of course curriculum, exchange of scholars and transfer of course credits. In this endeavour, the Institute has entered into an agreement with Marshall University, USA, whereby the student, after completing BBA and MBA courses from the Institute can also obtain BBA and MBA degrees of Marshall University in almost fifty percent of the usual time period through transfer of credits to Marshall University for the courses competed by them at DIAS. A provision has also been worked out for appropriate financial assistance including tuition fee waiver under certain conditions.

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, Nucleus Software Ltd., Intersolutions, Bharti Touchtel, Reliance Infocom, Ranbaxy, Thomas Cook, FICCI, American Express, Tata Tele Services, Jet Airways, Mahindra Finance, Abacus, Synergy, Torrent, Maspar, Quark, Syntel, Om Logistics, BEC Foods, Hughes and many others. These ambassadors are making the Institute proud in the corporate world.

VISION

We strive to provide a dynamic learning environment for imparting holistic education that inculcates professional excellence, induces competitive spirit, instils leadership quality to carve a niche in the changing global scenario.

MISSION

DIAS believes in learning to excel and excelling to serve. The aim of the Institute is to develop a unique culture that seeks to scale heights of glory through ethics, passion and perseverance. The guiding philosophy of the Institute is to enhance team spirit, integrity and commitment to serve the cause of humanity.

Editorial

Policy



D *IAS Technology Review* is a biannual international journal of business and IT. It aims to be a premier and prestigious journal for publishing original and well-researched papers in the areas of Management and Information Technology. Contribution to the existing literature and knowledge base are the basic hallmarks for accepting the papers for publishing in the Journal.

Authors and Reviewers, both have an important role to play in making the journal scholastic, intellectually vibrant and comprehensively informative. The authors of the research papers are expected to base, prepare and present their papers on data which is truly authentic, accurate and consistent. They are fully accountable for the information they provide. The research papers so submitted are liable to undergo blind reviews by two referees who are expected to provide their unbiased, critical, constructive and quick evaluation of such papers. The papers will be accepted for being published in the journal only when the reports of both the reviewers are favourable or papers have been redrafted, represented and resubmitted by the authors as required by the reviewers. No fee will be charged from the author for publishing his paper in the journal. However, he will get not only a complementary copy of the relevant journal but also five (5) copies of the reprints of his published paper without any cost to him.

The primary focus of the journal will be on academicians, students and others interested in research or those interested in updating and upgrading their knowledge in the areas of Management and Information Technology.

GUIDELINES FOR CONTRIBUTORS

Types of Contribution

The Journal will primarily focus on publishing Research Articles, Book Reviews, Case Studies and abstracts of Doctoral Dissertations. The Journal will try to maintain a balance between purely research-oriented papers and those derived mainly from the experiences of practitioners involved in the different areas of Management and Information Technology. Preference will be given to application oriented research papers and theoretical papers of extreme originality and liable to lead to further research work useful from both theoretical and practical point of view.

GUIDELINES FOR RESEARCH PAPERS

The paper should contain the following items in the order shown below:

- (i) A cover page showing title of the paper, author's affiliation, full address, telephone number, fax number and e-mail.
- (ii) Abstract of not more than 150 words outlining the purpose, scope and conclusions of the paper should be presented on a separate page immediately preceding the text. The abstract should explain why the readers should consider these results important.
- (iii) The text should be suitably divided under headings and sub-headings to elucidate the text to emphasize the importance of various sections. The articles should not normally exceed 6000 words/ 16 -20 pages and should be in clear and concise English. It should be typed in 12 point font on one side of A- 4 paper in double-line spacing with wide margins.
- (iv) Acknowledgement, if any must be included.
- (v) Only those references which are actually utilized in the text should be included in the reference list. In the text, references should be cited with the surname of the author(s) along with the year of publication, all in brackets. References should be complete in all respects and alphabetically arranged.

REFERENCE CITATION

BOOKS:

Gupta, S. (2001) "Financial Institutions and Economic Growth", in Problems and Prospects of Development Banking, ed. Atmanand, Delhi, International Books, pp. 412-425

JOURNAL ARTICLE:

Kephart, J.O., Hanson, J.E. et. al. (1997).

Venkatramn, N. (1997), Beyond outsourcing : Managing IT resources as a value centre. Sloan Management Review 38(3): 51-64

REPORTS, ETC:

Centre for Monitoring Indian Economy (CMIE) (2000), Monthly Review of the Indian Economy, Mumbai, May, p. 124.

Reserve Bank of India (1998), Harmonising the Role of Operations of Development Financial Institutions and Banks: A Discussion Paper, January.

NEWSPAPERS:

Tarapore, S.S. (1998). Fls' Days are numbered. Business Standard, 28 August.

- (i) Tables should be numbered consecutively in Arabic numerals and should be referred in the text as Table 1, Table 2 etc. Tables should not duplicate results in graphs. Each table should be on a separate sheet.
- (ii) The minimum amount of descriptive text should be used on graphs and drawings (label curves, points etc. With

GUIDELINES FOR CONTRIBUTORS

single-letter symbols). Graphs axes should be labelled with variable written out in full, along the length of the axes, with the unit in parenthesis.

- (iii) All figures and illustrations should be sent on a separate sheet.
- (iv) All footnotes should be indicated by serial numbers in the text and literature cited should be detailed under 'Notes' at the end of the chapter bearing corresponding number.
- (v) Authors are requested to submit articles on floppy/compact disc using any well-known word-processing packages like Word Perfect, MS Word. Three copies of the printout should be sent to the Editor along with the floppy/compact disc clearly marked with the software package used including version number, author(s) name and short title of the article. The hard copy and electronic files must match exactly.
- (vi) Papers submitted for consideration in DIAS Technology Review should be accompanied by a declaration by the author(s) that the paper is original and has not been published or submitted for publication elsewhere.
- (vii) Editorial decision regarding articles accepted for processing in DIAS Technology Review will be communicated in 60 days' time. The decision of the editorial board regarding acceptance/ rejection will be final.
- (viii) The editorial board will not be responsible for the views expressed by the author(s) especially if the views lead to Any controversy.

BOOK REVIEWS

This section covers reviews of books on Management and Information Technology on the latest topics.

GUIDELINES FOR BOOK REVIEW:

Book reviews must provide the following details and in the order specified: Name of author/title of book reviewed/place of publication/publisher/year of publication/number of pages, with binding specification such as paperback or hardbound. The review should not normally exceed 2000 words and should be chapter wise. The reviewer has the right to include his own comments at his own responsibility.

COPYRIGHT

The copyright of the published articles will exclusively lie with Journal DIAS Technology Review. The manuscript should not appear in another publication. This will ensure copyright protection for both the author and Delhi Institute of Advanced Studies. Note that it is the author's responsibility to obtain permission to reprint long quotations or use tables, figures or graphs previously published with copyright restrictions.

Written application must be made to DIAS Technology Review for permission to reproduce any of the contents for use in books and any other publication intended for general distribution.

ELECTRONIC SUBMISSION

The electronic submission must be in the form of an attachment to a covering letter to be sent as e-mail to the Editor at diasedu@vsnl.com; dias@dias.ac.in

ALL MANUSCRIPTS SHOULD BE SENT TO:

Editor,
DIAS Technology Review
Delhi Institute of Advanced Studies
Plot No.6, Sector 25,
Delhi- 110 085 (India)

DIAS TECHNOLOGY REVIEW

THE INTERNATIONAL JOURNAL FOR BUSINESS AND IT

Feedback Form

Would you take a moment to evaluate the articles you've read in this issue of the "DIAS Technology Review"? Your valuable comments will help share future issues. Thank you.

- Editor-in-Chief

	Highly Appreciable	Somewhat Appreciable	Not Appreciable	Did not Read
<i>Towards a Contingency.....</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>The Characteristics of.....</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Mean Square Error Reduction.....</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Dynamics of Tourism.....</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Challengers and Strategies.....</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Security Issues in SCADA.....</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Relationship Marketing</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Financial Performance</i>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

We'd appreciate your comments and suggestions about articles in this issue of "DIAS Technology Review" in general:

Name: Mr./Ms./Dr./Prof. _____ Designation: _____ Phone: _____

Address: _____

What our Readers say!

I was happy to note that you have brought out the Inaugural Issue of DIAS Technology Review well in time. Good and focused dedicated efforts always bring out wonderful output and the publication of first issue, which you have done so well, is an example of such a success. Congratulations!

*Dr. Arun Nigavekar
Chairman
University Grants Commission
New Delhi, India*

I thank you very much for giving me a copy of your Journal: "DIAS Technology Review - The International Journal for Business and IT". It is extremely well produced, and the contents are very interesting. My heartiest congratulations to you and your colleagues.

*Dr. R. Natarajan
Chairman
All India Council for Technical Education
New Delhi, India*

I am delighted to read the first issue of DIAS Technology Review and I am glad to be associated with it. The print quality is excellent.....
Congratulations for your new journal!

*Dr. Purnendu Mandal
Associate Professor MIS
Marshall University, USA*

Oh, it was an exquisite issue! The quality of contents of the first issue shows that future of this journal is extremely bright. I appreciate the work done by your graphic artists, publisher and above all the team of editorial board who could bring forth so many quality pieces in so less available time. I am sure that 'DIAS Technology Review' will occupy place of prominence in research journals in the coming years at international level. I was pleasantly surprised that the book reviews performed by DIAS faculty was also of substantially higher standards as is usually followed in Western World. I wish that in course of time, you will like to provide more and more autonomy (financial and managerial) to this journal in its functioning as an independent venture of intellectual culmination.

My congratulations to all those who worked tirelessly for this Journal especially the Director of the Institute whose vision to see the genesis of such a quality outlet of multivariate thought processes, came to the life with the publication of the first issue.

*Dr. Jagdish Pathak, Ph.D.
Assistant Professor of Accounting Systems
University of Windsor, Canada*

Thank you for sending the first issue of DIAS Technology Review. I would like to congratulate for this very informative excellent product and wish you all success. I am looking forward for future cooperation. Best to you.

*Dr. Ibrahim J. Affaneh
Chairman, Department of Finance & Legal Studies
Indiana University of Pennsylvania, USA*

Thanks for your letter Ref. No. DIAS/2004-2005/ enclosing therewith Journal DIAS Technology Review The International Journal for Business and IT. I have found the readings very very interesting and it is very relevant to the prevailing time. I really appreciate the efforts of your Institute headed by you.

*Shri R.B. Kabra
President
Hindustan Sanitary Ware & Industries Ltd.
Bahadurgarh, Haryana
India*

Heartiest Thanks to our Reviewers!

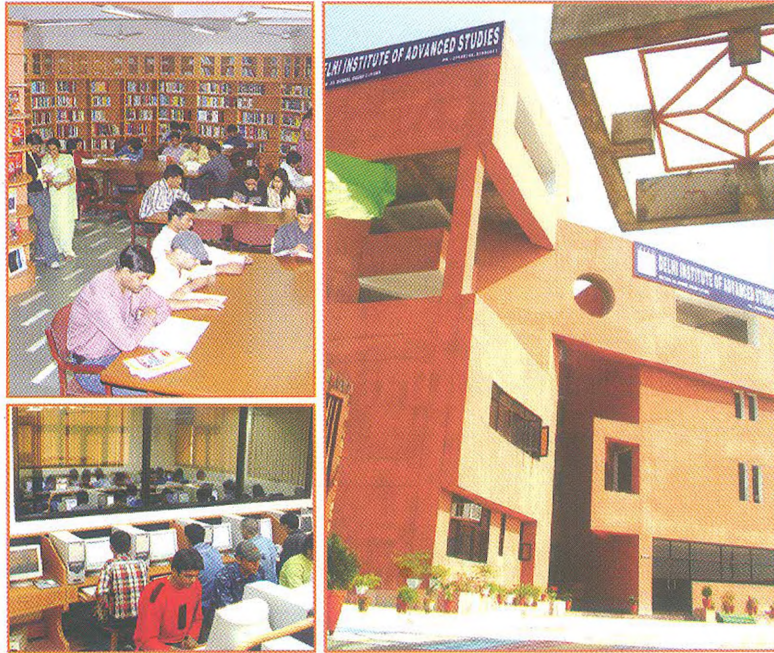
Having capable and accomplished professionals in the standard setting process is the key to the issuance and sustainability of every high quality product.

We are really fortunate to have a panel of eminent and distinguished academicians and professionals who are continuously offering support to us for keeping the journal scholastic, intellectually vibrant and comprehensively informative.

We particularly express our gratitude to the following panel for reviewing the articles and offering their valuable suggestions:

- ✦ *Dr. A.K. Seth, Reader in Commerce, Delhi University, Delhi, India.*
- ✦ *Mr. B.N. Mohanti, Principal, Banarsidas Chandiwala Institute of Hotel Management & Catering Technology, New Delhi, India.*
- ✦ *Dr. Jagdish Pathak, Assistant Professor in Accounting Systems, University of Windsor, Canada.*
- ✦ *Prof. Karmeshu, Professor in Computer and System Sciences, JNU, New Delhi, India.*
- ✦ *Dr. Krishan Rana, Professor in Information System and Decision Sciences, Virginia State University, USA.*
- ✦ *Dr. Mohamed Albohali, Associate Professor in Statistics, Indiana University of Pennsylvania, USA.*
- ✦ *Mr. Naveen Jain, Director (Operations), East India Hotels Ltd., New Delhi, India.*
- ✦ *Prof. P.K. Goyal, Professor in Management, Institute of Management Technology, Ghaziabad, India.*
- ✦ *Dr. P.K. Jain, Professor in Finance, Indian Institute of Technology, New Delhi, India.*
- ✦ *Prof. Rajat Vaishya, Professor, Department of Management Studies, Indian Institute of Technology, New Delhi, India.*
- ✦ *Dr. Rajendra K. Garg, Professor in Marketing, Indiana University of Pennsylvania, USA.*
- ✦ *Dr. Ramesh G. Soni, Interim Vice Provost for Research and Dean of Graduate Studies, Indiana University of Pennsylvania, USA.*
- ✦ *Dr. R.K. Mittal, Dy. Registrar, G.G.S. Indraprastha University, New Delhi, India.*
- ✦ *Dr. Sanjeev Mittal, Reader, School of Management Studies, G.G.S. Indraprastha University, New Delhi, India.*
- ✦ *Dr. S.N. Mittal, Professor and Dean, Department of Commerce, M.D. University, Rohtak, India.*
- ✦ *Dr. T.N. Kapoor, Ex Vice Chancellor, Punjab University, Chandigarh, India.*

We will like to have many more academicians and professionals in our team to consistently maintain and improve the quality and contents of the journal. Hopefully, you may like to be one of them.



DELHI INSTITUTE OF ADVANCED STUDIES

(Affiliated to G.G.S. Indraprastha University and approved by All India Council for Technical Education)

Plot No. 6, Sector 25, Rohini, Delhi - 110 085 India

Ph. : 011-2786 6291-292, 2793 2742, 2793 4011, Fax: 011-2786 0696, Email: dias@dias.ac.in