

*By Dr. S.N. Maheshwari*  
Sultan Chand & Sons  
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*Revised By:*  
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# FUNDAMENTALS OF COST ACCOUNTING

**C**ost Accounting has long been used to help managers understand the cost of running a business. Modern cost accounting originated during the industrial revolution, when the complexities of running a large scale business led to the development of systems for recording and tracking costs to help business owners and managers make decisions.

**T**his book on 'Fundamentals of Cost Accounting' has defined cost accounting market and continues to innovate today by consistently integrating the most current practice and theory. This acclaimed, number one-marked leading book embraces the basic themes of "different costs for different purposes". It reaches beyond cost accounting procedures to consider concepts, analyses, and management. The book incorporates the latest research and most up-to-date thinking into all relevant chapters.

The central focus of this book is how cost accounting helps managers take better decisions. Cost Accountants are increasingly becoming integral members of decision-making teams instead of just data providers. Special attention has been given to streamlining presentation in every chapter of the book as well as providing better and clearer explanation. This book has been divided in three sections. Section A comprises of 19 chapters explaining in detail Basic Cost Concepts, Elements of Cost and Method of

Costing. Some of the important chapters are on controlling cost of Material, Labour, Overheads, Job and Batch costing, Process costing, Integral and Non-Integral Systems of Accounting and Reconciliation of Cost and Financial Accounts. Section B basically deals with various activities concerning Cost Control and Cost Reduction, Cost Audit and Activity Based Costing- a contemporary technique for better distributor of overhead cost. Section C incorporates chapters which deal with the methods, techniques and devices helpful to the Management in better performance and Decision- making. The chapters in this section include Budgetary control and Performance Measurement, Standard Costing and Variance Analysis, Marginal Costing and Profit Planning and Decisions Involving Alternative choices.

The strength of this book are in terms of: -

- Exceptionally, strong, emphasis on managerial uses of cost information.
- Clarity and understandability of the text.
- Excellent balance in integrating modern topics with existing content.
- Emphasis on human behavior aspect.
- Ability to reach chapters in different sequences.
- Excellent quantity, quality and range of assignment material.

This book is complete in all respects, facilitates building of sound knowledge base and fully equips the professional and university students for examination on the basis of self-study. Many complicated concepts have been explained in simplified manner very. Throughout the book the endeavor has been to keep presentation simple, logical and easily comprehensible. The treatment of even complicated topics has been lucid, incisive and threadbare.

Increased competition pulled by global growth and supply demands along with the continued influence of computing and communication technologies is driving the need for more knowledgeable and professional cost practitioners. Provision of information for operational, tactical and strategic purposes that is consistent and draws on a single source is central to effective cost accounting and to the development of a strong profession.

The accumulation and analysis of cost accounting information for valuation of products and services, internal decision-making, and measurement of financial performances is widespread. Since the last century collection, assimilation, collections and analysis of financial information from all areas of an organization are the functions of cost accountant. Cost accounting helps to ensure that all the managerial decisions are well within the cost prescriptions. The organization's competitive positioning requires knowing which product lines, regions, departments, segments are contributing more to profit, knowledge of cost of raw material labor, transport, all overheads helps in preparing budgets for the operation that is planned. Since, now a days manufacturing is becoming more capital intensive, there are more indirect cost. Any kind of costing error, which affects price, could be fatal. The organization may lose a competitive

bid due to miscalculation costs. Thus with the growing importance of cost accounting, the book provides as in depth understanding of cost accounting.

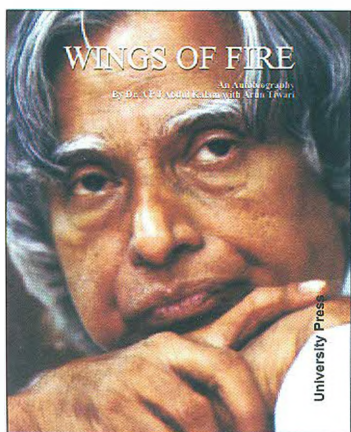
Author has briefly incorporated scope of cost accounting, elements of cost, classification of cost to lay a strong foundation for beginners – origin and growth of cost accounting is outlined in the beginning to build a complete orientation of the subject. Difference between financial accounting and cost accounting is very much beneficial for students as it clarifies that each deals with matters special to itself.

The book addresses the techniques and procedures to be followed for material control, labour cost control; allocation and absorption 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. The book provides thorough understanding of the related specific aspects. There exists difference in computation of operating cost in case of different industries using operations costing. At times, integral system of account is followed by organization. This book explains both integral and non-integral system of accounting in detail.

The test of good writer lies in response to his writing. And undoubtedly Dr. S.N. Maheshwari's book stands out amongst the league of similar books. The book thus with all its detailed contents is bound to prove a must for the students and a refreshing guide for corporate executives.





# Wings of Fire –

An Autobiography

*“Woods are lovely dark and deep  
But I have promises to keep  
And miles to go before I sleep...”*

By Dr. A P J Abdul Kalam  
with  
Arun Tiwari

University Press  
28th Edition  
Pages: 180

Reviewed By:  
Ms. Tripti Mishra,  
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“Wings of fire” is the journey of a small town lad to the great pioneer ship in rocket science, beautifully blended with Indian “space odyssey” and the struggle of a developing nation to become self-reliant in creating its own defense shield defying the domination of developed countries. Fire represents the burning desire of an individual and the book is an account of unfathomable attainment when the “fire within” gets “wings of determination”. Each page of the book is power-packed - power to ignite your mind, power to fill you with optimism and power to make you feel proud of your motherland.

The book is beautifully divided into four sections and meaningfully named as Orientation, Creation, Propitiation and Contemplation each encapsulating a significant time period of Kalam's life.

In Orientation (1931-1963) the author duo take the readers to a small town called Rameswaram of pre-independent India - calm, quite & gently woven by multithreads of religious harmony, the town played a key role in imbibing the same serenity in child Kalam. He inherited kindness from his mother and deep spirituality from his father. Growing in this back drop of sacred surroundings Kalam got a solid foundation of religious faith which came as a savior many a times later in tougher moments of his life.

Kalam a person of high intellect, in all his humility has paid tribute to all his teachers who acted as catalyst in moulding naïve teenager Kalam to a hardworking, determined and focused youth. Sivasubramania Iyer, Iyadurai Solomon, Rev. Father TN Sequeria, Prof. Chinna Dura, Prof. Krishnamurthy, Prof. Sponder, Prof. KAV Pandaliai and Prof. Nara Singha Rao are specially remembered as

teachers with capacity to feed their students intellectual hunger by sheer brilliance and untiring zeal. It is engrossing to read how their teachings carved a scientist, an author, an academician and finally the most loved president of a great nation out of young Kalam.

The book will be a sheer delight for all the academicians who are also the mentors for their students.

From this platform Kalam has addressed the youth to take into stride despair and success alike so that life flows freely like a river irrespective of achievements or failures.

Sharing his own instance of first disappointment when he was rejected by Air force just by one rank, he says that rather than drowning in gloom he waited for the destiny to reveal something more meaningful as advised by Swami Shivanand and how his patience paid off.

Soon he was selected as senior scientific officer at DTD&P where he was put to evaluate Gnat MK I aircraft, study human centrifuge, design and develop the cockpit etc before being posted to Aeronautical Development Establishment (ADE) at Bangalore with an assignment of designing hover craft - his dream job.

“I would enter the assembly shop leaving my other problems outside, just as my father used to enter the mosque for prayer, leaving his shoes outside” speaks volumes about the dedication, determination and focus of Kalam as a Scientist. The hover craft christened 'Nandi' being developed by Kalam and his team got shelved later. The team who worked day and night on the project was disappointed. For the first time Kalam realized “one must fore

see the boundaries of his flight and be ready to handle dejections when the limitations paralyze you.” and he advises the same for the youths of India.

Kalam spirituality touched all aspects of his life including his tennur at ISRO. As described India's first equatorial Rocket Launching station was constructed at Thumba – on a land owned by a church. The prayer room of the church became Kalam's first laboratory, where Kalam could feel the power of prayer and intricate blending of spirituality and science.

Kalam later left for six months training at NASA (USA). With this voyage of Kalam, India also took a significant step in its space expedition. The struggle was yet to follow.

“Orientation” in all its simplicity of narration is capable of motivating young Indian children who are raring to touch the sky.

Creation, the second section of the book covers years 1963 to 1980 – A period of Kalam's association with ISRO.

From this section the technicality of the book increases, although authors have tried their best to explain everything in simplest possible manner. It introduces Dr. Vikram Sarabhai – a person responsible for weaving Indian dream of space research. He is fondly remembered as a mentor who could see strengths and weaknesses of his teammates, delegate responsibilities accordingly and fill the team with utmost optimism and faith even when situations were not so favourable.

The conception of Satellite Launch Vehicle (SLV), Rocket Assisted Take Off System (RATO), Rohini Sounding Rocket (SRS) and decision to go indigenous in making rockets, satellite, SLVs are described in this section.

Formation of Missile Panel Indian Rocket Society, reconstitution of INCOSPAR as an advisory body under Indian National Science Academy (INSA) and Indian Space Research Organization (ISRO) are milestones discussed. While working on stage IV of SLV, Kalam found it difficult to manage his time well. In these self-critical moments Kalam applied principle of management to his team. At each point he closely observed his colleagues and listened to everyone with hand written note prepared which were discussed in weakly meetings. This soon became a successful management mantra of the organization.

It also explains how scarce human resource should be managed through a practical example of the case when in response to the requisition of 275 engineers & scientists only 50 were provided for SLV's development and still the project reached its final stage.

The pursuits of science is a combination of great elation and great despair. The author shares with his readers the painful moments when in spite of years of hard work SLV-3 failed after 317 second of its launch and splashed into sea. With ample criticism & mockery by the media and shattered dreams Kalam & his team withdrew within themselves. However, Dr. Brah Prakash, Director not only provided solace but also a

way to overcome from this despair-just like a team leader should do.

The team ultimately geared up to toil again and finally SLV-3 lifted from SHAR settings Rohini into motion in a low earth orbit and placing India proudly on the world map.

The section also shares moments of elation of Kalam when he was asked to address parliamentary panel by Prime Minister Mrs. Gandhi or when he was awarded Padma Bhushan.

Kalam's transition from space research to Integrated Guided Missile Development program is described lucidly in section Propitiation. Appointment of Dr. Kalam as Director, DRDL and efforts of his teammate further led to successful development of missile Prithvi, Nag, Aakash and Agni.

It will be quite encouraging for Indian youths to know some astonishing facts –Prithvi involved Jadavpur engineering graduates to write robust guidance algorithm, Indian Institute of Science Bangalore contributed to air defense Software for Akash, Re-Entry vehicle was design by IIT Madras and signal processing algorithm for Nag by Osmania University Research unit.

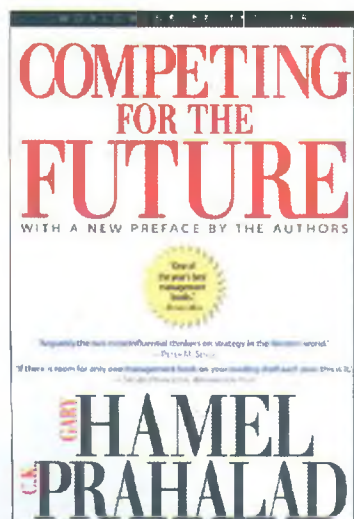
Inducting and involving young blood in nation building was an achievement for a great pioneer that Kalam is. The most appealing aspect of the book is that it has not only autobiographed Dr. Kalam but authors have taken special care to give due credit and sketch the positive side of all the colleagues of Dr. Kalam who helped in building the national pride.

Finally, “Contemplation” gently unfolds the happiness, impetus and pride that a poor nation oppressed for more than 250 years got and the glory it had risen to indigenously with the successful launch of missiles & its space program. The shocked world rose quietly in standing ovation although not without friction. Few lines written by Kalam after successful launch of Agni must be quoted

Do not look at Agni  
as an entity directed upward  
to deter the ominous  
or exhibit your might  
It is fire  
in the heart of an Indian  
Do not even give it  
the form of a missile  
as it clings to the  
burning pride of this nation  
and thus is bright

The book has depicted eloquently a simple man Avul Pakir Jainulabdeen Abdul Kalam - 31 letter constituting 5 words to symbolize epitome of knowledge, leadership, humanity, patriotism and spirituality. The book is sure to find place in the heart of millions of proud Indians and leave impact globally.





# COMPETING FOR THE FUTURE

By Gary Hamel  
and

C.K. Prahalad

Tata McGraw-Hill Publishing  
Company Limited, New Delhi

2006 Edition

Pages: 359

Reviewed By:

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The book 'Competing for the Future' is a thread in a tapestry of new perspectives on strategy and competition. In fact this book is about strategy, "how to think" & has been drawn heavily on the experience of companies around the world that have managed to overcome resource disadvantages and build positions of global leadership. It devotes more attention on those companies that have managed to escape the curse of success and have shown their penchant to rebuild industry leadership, a second and third time. The authors believe that there is no single company which embodies the approach to strategy, competition, and organization perfectly, though some companies are closer than others. They also believe that there is plenty of upside potential for every corporate entity having desire to commit to the action agenda laid out.

In real terms this book is not for dilettantes nor merely for people having intellectual taste, but is for those who are not content to follow the longstanding concepts & strategies but love to reframe the strategies and are more concerned to make a difference than making profits only and absolutely committed to stake out the future first!

**About the Book:** The book is divided into 12 chapters covering different aspects commencing from getting off the treadmill to vibration of new shape & form of competition in the future, the way to craft strategic architecture, use of strategy as a gearing device, building gateways to the future with focus on core

competence perspective and mantra to secure your compartment in the busy train of the future and ultimately ends with the suggestion to 'Think Differently'.

The book had a profound impact on how companies think and prepare for their future in a universal set up. The book presents a radical approach of thinking about strategy and competition. As per the preface of the book both the authors met in 1977 in University of Michigan as a teacher and taught. Gary was a doctoral student in International business and C. K. Prahalad was an associate professor of Strategy. As per book, as they remember that the afternoon quickly turned into an extraordinary pointed, took-no-prisoners debate between the two of them. Each of them was determined to deliver an unequivocal intellectual coup de grace.

The author felt that since existing theories of strategy and organization, while providing a solid base for discovery did not answer adequately to few important like:

- How could competitors with such apparently meager resources manage to successfully challenge corporate giants?
- What prevented industry leaders from turning aside the challenge of impertinent new comers?

Moreover they saw this pattern of incumbents failing to adequately defend itself against smaller, resource- limited

challenges (again and again) time and again, and wanted to unfold this question that **How could we square what we were observing with the prevailing theory about the market power of incumbents and the advantages of market share?**

Though, they agree upon that while the existing theories of strategy and organization help us understand the structure of an industry, they provide little insight into what it takes to fundamentally, reshape an industry to one's own benefit. While they illuminate the attributes of a transformational leader, they say little about what it takes for a leadership team to develop a prescient, well-grounded point of view about the future, it. In nut shell the existing theories provided a scorecard for keeping track of relative competitive advantage, they fail to capture the dynamics of competence building.

So, to bridge up this gap between the theory and observation, this book was written at a time when companies were disbanding corporate strategy departments, when consulting firms were engaged more often to improve operating efficiency than to plot strategy and when many companies were rushing to downsize rather than to create the markets and industries of tomorrow.

This book seeks to rehabilitate strategy by virtually reinventing its practice and is destined for place alongside. It offers a master blueprint for what a company must be doing today if it has to occupy the competitive high ground of tomorrow.

In the modern era of competition where cataclysmic upheavals in competition have become a common thing, any organization can not expect a secure future without systematic effort to develop core competence and a unique approach to handle the problems. The key to the future as per this book, for future industry leadership, is to develop independent point of view about future opportunities and build capabilities which can exploit them. In fact the entirely new definition of developing competing is to be **Strategic - and Successful.**

**Chapter wise Gauntlets:** The first chapter suggests the companies having an ambition to compete for the future to look around the company, issues preoccupying senior management, criteria and benchmarks which

measure the progress and also keep into the future and ponder one's company's ability to shape that future and regenerate success again and again in the years and decades to come.

The book clearly opines that only reengineering is not sufficed in the tough competitive environment of 21st century. Beyond reengineering, strategy discloses that though managers often try to make a virtue out of imitation, dressing it up in the fashionable colors of "adaptive ness", what they are adapting to all too often be the preemptive strategies of more imaginative competitors. Moreover the chapter focuses on the quest for competitiveness as a formula pertaining to different quest in the subheads of smaller better and different each calling for transformation form organizational level to industry level and also presents the new strategy paradigms which disseminates the knowledge about major gaps on the part of competitive challenge. Finding the future and mobilizing it to reach to a situation which enables organization to get the future first.

To My interpretation as each artist spawns a host of imitators likewise art, in business too, the ability to uniquely imagine what could be, is the only factor which distinguishes leaders from laggards and of course its greatness from mediocrity.

**Second Chapter:** As is vivid from the chapter name, it pictures the face & look of the future which can be understood from the lines that 'we are standing on the verge and for same it will be the precipice of a revolution as profound as that which gave birth to modern industry. It will be the environmental revolution or revolution on the part of materials, digitalization, genetic and of course information. Entirely new industries as of then in their gestation phase, will soon be born (and such prenatal industries consists macrobotics miniature robots built from atomic particles that could among other things unclog sclerotic arteries, machine translation and digital highways.) It visualizes a glorious future having the bioremediation and virtual meeting rooms which will save people from wear and tear of air travel.

It presents a comparison between competition for today and tomorrow, market share and opportunity share, business unit and corporate



competencies stand alone and instigated systems speed and perseverance and structured versus unstructured arenas moreover it present an eye opening fact from the corridors of future about multistage competition rather single stage.

Ultimately chapter clears that we believe that managers are spending too much time in managing the present and not enough creating the future but the realm is that to create the future a company must be able to forget some of its past primarily.

**Chapter Three - Learning to Forget:** The chapter dominantly prescribes that a sense of possibilities is just as important as a sense of foreboding in inducing a company to escape its past. Though unappealing a company's current helm of affairs, it is unlikely to abandon the past for the future unless it has created an alluring vista of future opportunities for itself, which can present a compelling alternative to usually relive past victories. To give up the bird in the hand, a company must become just as vivid and real as the present and the past. *For this top management should necessarily help the organization in building an intellectually compelling and emotionally enticing view of the future. The entire practical learning have been taught in the heads of The Need for Genetic Diversity, enlarging the managerial frame unlearning the past and ultimately need to rebuild.*

Chapter four comes up with a different taste of industry foresight in the name of "Competent for industry foresight" and puts the very unique definition of the same that *it is essentially competes to establish one's company, as the intellectual leader having barometric position in terms of influence over the direction and shape of industry transformation. Industry foresight, in fact, informs corporate direction and permits a company to control the evolution of its industry and thereby its own destiny. The trick is too see the future before it has arrived.*

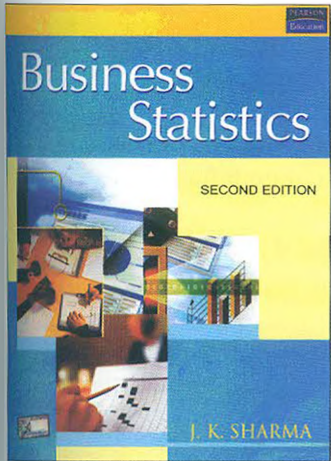
In continuance the fifth Chapter discusses the formula to craft strategic architecture and unfolds the question why do great companies fail, i.e. either inability to escape the past or to invent the future. Finally the author accepts that emotional and intellectual energy of employees provides the fuel for the journey. Sixth and seventh chapter discusses different dimensions of strategy as stretch and leverage.

Eighth chapter suggests that a finely crafted strategic architecture is worth little without an ability to turn intellectual leadership into market leadership, and to do it ahead of rivals. It lets us know the benefits of getting to the future first in the form of virtual monopoly in a particular new product category as Chrysler did in the Minivans and Sony did in the Portable Audio Products.

Chapter Nine & Ten suggest the way out to build gateways to the future. Authors argued at the point that key challenge in competing for the future is to preemptively build the competencies which provide gateway to tomorrow's opportunities as well as in finding novel applications of current core-competencies. Moving further they urged that any company having desire to capture a disproportionate share of profits from the future markets, should build the competencies which can make a disproportionate contribution to future customer value. Mean while the book also advocates to protect and defend the core competencies and says that having safeguarded the firm's existing competencies, escaped the myopia of existing served markets and built a forward-looking competence agenda, a company can move on to the final tasks in managing the migration path to the future.

Last two chapters advocate for securing the future and thinking differently in a formulistic manner and discuss the real life efforts of successful MNCs like P&G, Chrysler, Glaxo, AT&T, Northern Telecom, and Fujitsu from the developed countries like U S, Japan, Germany etc.

After studying the book I opine that the Book captures the true spirit of author's point of view about Competition, Strategy, Organizations and the Value Additions which are requisite to compete for the future. It contains stimulating concepts and fresh ideas based on the real life examples, which provide a new and thought-provoking look at strategy formulation for large corporations which are aspiring to emerge as global Entrepreneurs having core-competence in the related area of expertise. Exactly, it equips aspiring revolutionaries of the future with the tools and concepts which will enable them to challenge the protectors of the Past.



By J.K.Sharma  
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# BUSINESS STATISTICS

Among other skills and knowledge, an effective manager should master statistical procedures for data collection and interpretation. **Statistics** is a mathematical science pertaining to the collection, analysis, interpretation and presentation of data. It is applicable to a wide variety of academic disciplines, from the physical and social sciences to the humanities. It is also used and misused for making informed decisions in all areas of business and government. Statistical methods are sometimes loosely referred to cover "statistics" as a subject. There are two branches of statistics; mathematical statistics and applied statistics. Mathematical statistics is branch of mathematics and is theoretical. Applied statistics, on the other hand, uses statistical theory in formulating and solving problems in other subject areas such as economics, sociology, medicine, business, education and psychology. This book provides fundamental principle and methods of applied statistics in a simple and lucid manner so that readers with no previous formal knowledge of mathematics could acquire the ability to use statistical methods for making managerial decisions. In management, statistics is used for reporting, arguing for the decisions, and forecasting the future changes. Descriptive and inferential statistics can broadly be termed as statistical methods. Descriptive statistics includes procedures used to summarize and describe the characteristics of a set of data while inferential statistics consists of procedures used to make inferences about population characteristics on the

basis of sample results. The book "Business Statistics" serves the purpose of academicians and researchers.

The second edition of the book consists of 715 pages of text followed by short appendix with tables explaining how to determine t, F and Chi Square distributions. The book contains nineteen chapters. Each chapter begins with learning objectives and concludes with conceptual questions, self practice problems and formulae used in the chapter.

The first chapter of the book covers importance and scope of statistics, its limitations, types of data, structure of questionnaire and measurement scales. The author has made an attempt to simplify the method of data collection through primary and secondary sources.

Types of data, basis of their classification, presentation of raw data in graphical way, one, two and three-dimensional diagrams are discussed in second chapter.

The third chapter delves into the role of descriptive statistics in summarization, description and interpretation of the data as well as using different numerical methods belonging to measures of central tendency, to describe the characteristics of a dataset.

Chapter four provides an insight into the importance of the concept of variability. The complementary relationship of skewness with measures of central tendency and dispersion, to describe a set of data as well as understand and unify



method for summarizing several descriptive statistical measures are discussed in chapter five.

From chapter six to eleven the author describes various concepts of probability, probability distribution, sampling, sampling distribution, estimation and testing of hypothesis. Chapter six explains fundamental concepts of probability to measure uncertainty. Next chapter defines the terms random variable, probability distribution and distinguish between discrete and continuous distributions containing Binomial, Poisson and Normal distribution. These chapters increase our knowledge about unknown features of population. The fundamentals of sampling and sampling distribution have been dealt with in chapter eight. The distinction between population and sample parameters, as well as application of central limit theorem has been explained. The author develops the concept of sampling distribution, which helps us to understand the methods and derivation of statistical inference. The concept of estimation of parameter has been introduced. The author discusses the application of  $z$ ,  $t$  and  $F$  test statistics for estimation and testing of hypotheses for population parameter. The application of non-parametric test and significant association between categorical variables are discussed in chapter eleven.

Chapter twelve examines analysis of variance (ANOVA), how it can be used to test for the equality of three or more population means. The next chapters are concerned with correlation, regression,

partial, and multiple correlation and regression analysis. They effectively explain statistical relationship between the variables and their influence on each other.

The pattern of the historical data and its extrapolation is discussed in chapter sixteen. Chapter seventeen focuses on index numbers, link relative, its uses and limitations. The last two chapters discuss statistical quality control and statistical decision-making.

Thus the book encourages us to understand the role of business statistics in a wider perspective, recognizing that statistics exist within a social framework, and the more we become aware of that, the better and more useful this field will be. It is probably the writing style that makes the book such an intelligent and pleasure read. The style is simple and to the point. Each particular method is introduced by defining the specific vocabulary applicable to that method, and then the uses for it and analysis of it are explained.

The insightful commentary scattered throughout the book is delightful. The discussion on the uses and misuses of statistical information in the introductory chapter were particularly enjoyable. The rationalization for different analysis in the latter half of the book are also helpful for students attempting to understand the differences and use of different methods. This book gives strong emphasis on practical, applied statistics in order to enhance the decision-making ability of the reader. The book is an asset to the reader.

# 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 is charged from the author for publishing his paper in the journal. The author gets one complementary copy of the relevant edition of the journal.**

The primary focus of the journal is 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 accepts for publication the following:

- Research articles
- Book Reviews
- Literature Review/ Critical Survey in a Specific Research Area
- Case Studies
- Abstracts of Doctoral Dissertations

The Journal tries 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 is 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 PAPER

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 article 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:

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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 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.

## GUIDELINES FOR CONTRIBUTORS

- (vi) Papers submitted for consideration in DIAS Technology Review should be accompanied with a brief resume of the author's and 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.

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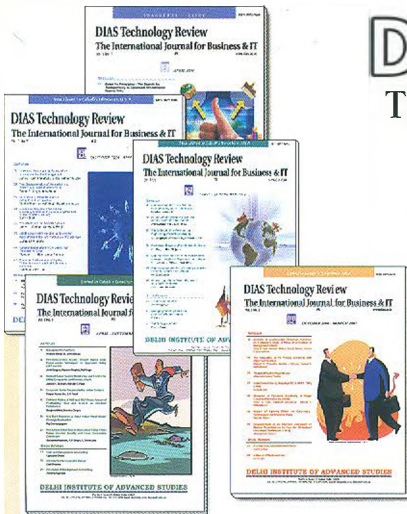


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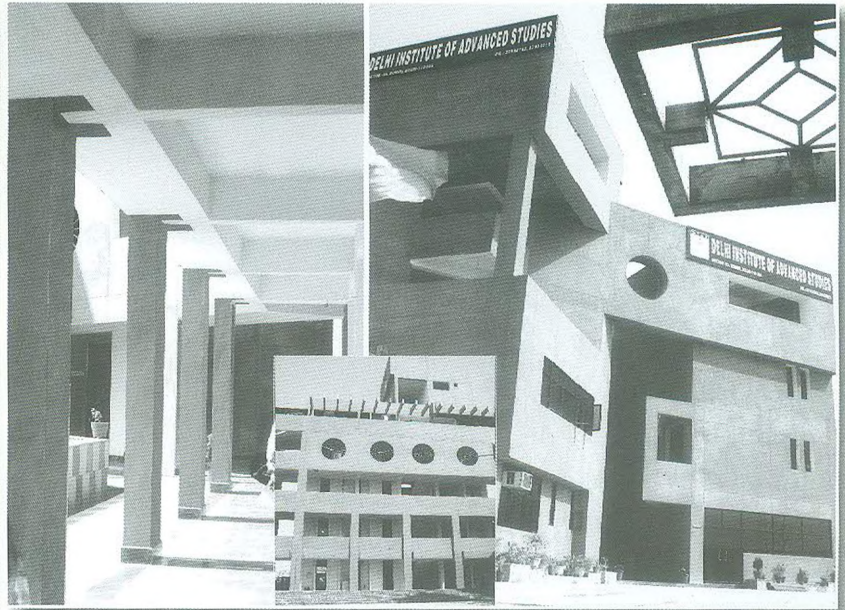
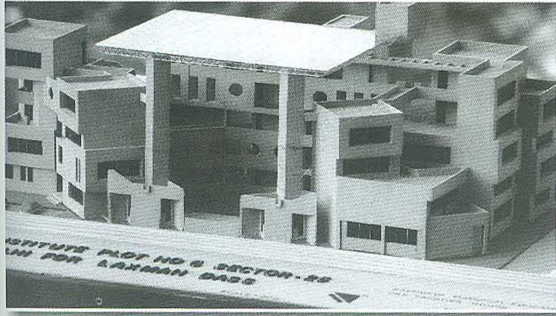
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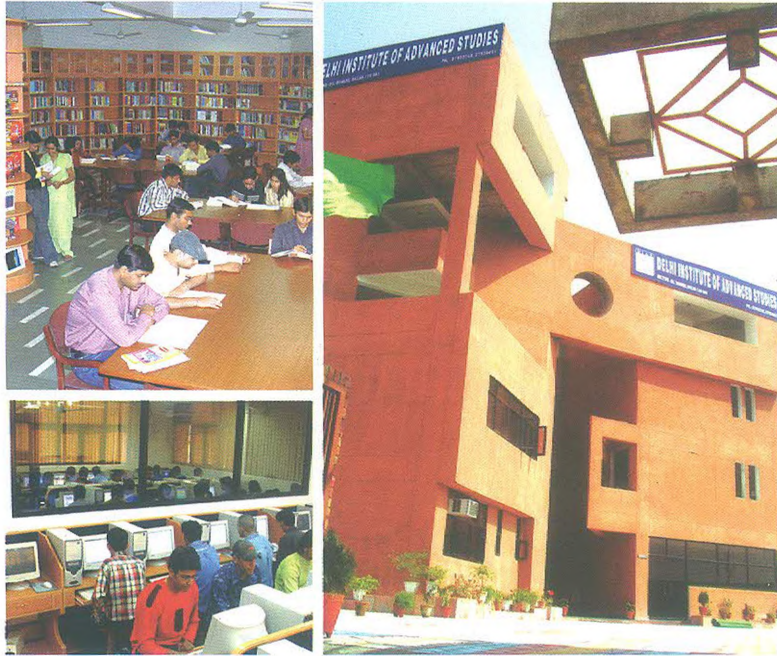
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