

# DIAS TIMES

DELHI INSTITUTE OF ADVANCED STUDIES

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## From the Editor's desk

Dear Readers,

It gives us great pleasure to present to you the Seventy fifth issue of DIAS Times.

We, in pursuit of excellence, endeavor to keep ourselves abreast of the current issues and practices, both on the national and international milieu, by organizing various sessions. This quarter witnessed a plethora of events being organized at the institute's premises which was graced by a galaxy of eminent personalities from both, industry and academia. Diwali Celebration, Faculty Development Programs, Faculty Entrepreneurship Development Programme, several Placement Drives, Alumni Meet and a lot more events were organized during this quarter in DIAS.

Time management is an oxymoron. Time is beyond our control, and the clock keeps ticking regardless of how we lead our lives. Priority management is the answer to maximizing the time we have.

-John C. Maxwell

No one has a magical ability to make time, but if our lives have direction, we can make the most of the moments we have been given. Although time management gives direction, but the path of being successful is a personalized effort. We at DIAS, endeavor to make our faculty and staff successful by imparting knowledge in diverse fields. This quarter witnessed the organization of two FDP's in the fields of "Developing Skills for Academic Research Publications In High Impact Journals" & "Fundamentals of Research Methodology Using Excel & SPSS". With huge faculty and scholars' participation from institutions in and around Delhi and a lot of appreciation from the participants for the topics chosen, the eminent resource person and arrangements.

With an impetus to carry forward its services for the betterment of the society and to save the environment and create ecological balance, DIAS organized "Donation Week" and "Clothes Donation Drive" in the Institute. All the DIAS fraternity (Faculty, staff and students) came forward and donated generously for the underprivileged children and some of them enjoyed the festivities with them. During this quarter various steps were undertaken by the institute to spread awareness amongst the students who are future road users, to inculcate right attitude in them, to sensitize them to refrain from indulging in riding/ driving at a young age.

We at DIAS sensitized our students towards celebrating an environmentally safe Diwali by pointing out the major impact that Diwali has on our environment. This encouraged our students to celebrate a green Diwali, where there was an explosion of joy without crackers.

All different sessions and activities organized in DIAS imbibe the good practices, generosity and magnanimity among the students that transforms DIASians into amenable citizens of the country leading them to excel in all spheres of life.

Ms. Neetu Chadha  
Editor





## DIAS

### A Mission to Excel

Delhi Institute of Advanced Studies is 'A' Grade NAAC accredited 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 its Professor Emeritus and Academic Director and Dr. N Malati is the Director.

The Institute runs the MBA, BBA and B.COM (Hons.) programmes affiliated with Guru Gobind Singh Indraprastha University. The credibility of education at the Institute is

increasingly being realized and recognized by foreign universities as well as the corporate world.

The Institute's alum 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

#### MR. DINESH RAWAT, FACULTY, DIAS

Published Paper titled, "Exploring Business networks and its impact on Firm Performance in an Auto-Component Cluster: A study of Gurgaon auto-component cluster", Research Journal of Humanities and Social Sciences, ICI, Vol. 10, No. 5, 2019.,

#### DR. KHUSHBOO, FACULTY, DIAS

Published Paper titled, "Towards Mapping Competencies through Learning Analytics: Real-time Competency Assessment for Career Direction through Interactive Simulation", Assessment and Evaluation in Higher Education, Taylor & Francis, Special Edition on The role of learner analytics in achieving equity of attainment', 2019.

#### DR. TRIPTI MISHRA, FACULTY, DIAS

Published Paper titled, "Critical Evaluation of Classification Algorithms for Performance Prediction in Higher Education Setup", International Journal of Electronics Engineering, Vol.10, Issue 2.

#### DR. PRATIKSHA TIWARI, FACULTY, DIAS

Published Paper titled, "Generalised Interval-Valued Intuitionistic Fuzzy Entropy with Some Similarity Measures", International Journal of Computing Science and Mathematics (IJCSM), Vol. 10, No. 5, 2019.

#### MS. JYOTI TANDON, FACULTY, DIAS

Published Paper Titled, "A Study of Corporate Social Responsibility (CSR) Practices in select Indian Companies with Special Reference to Educational and Environmental Aspects", Research Journal of Humanities and Social Sciences, Vol. 10 Issue 4, October– December 2019

#### DR. URVASHI GHAI, DR. KAVITA, MS. SAVITA AND MS. AASHIMA, FACULTY, DIAS

Attended Two-days Management Development Programme on "Applied Econometrics using Time-Series and E-Views" organized by Institute of Information Technology & Management, Janakpuri on Friday & Saturday, 20th & 21st December.



## Placements

### Activities

Placements offer students the ability to get involved with an organization. It is the ideal opportunity to “learn by doing” and the students of DIAS leave no stone unturned in making full use of those opportunities. The October-December 2019 quarter witnessed placements drives with renowned companies approaching us like Protiviti, Rocsearch, 99acres, Squareyards, Naukri.com, Naukri fast forward, Mansukh Securities, Urban Clap and Kotak Life. Efforts are on peak for the upcoming quarter and the forum is striving hard to get even better results. Several companies are lined up like

IndusInd Bank, ATL foundation, S&P Global, Research and Rankings, Aditya Birla with a hope that this batch would experience remarkable placements. The placement cell continuously strives to provide all possible assistance to the students in their efforts to find employment. The basic objective is to work all year round to facilitate contacts between companies and the students. The benefits of this assistance are reflected in the preparation of students who have been able to secure lucrative and esteemed positions in recent years.

## Activities

### at DIAS

#### ACADEMIC ACTIVITIES

#### ONE DAY FACULTY DEVELOPMENT PROGRAMME ON “DEVELOPING SKILLS FOR ACADEMIC RESEARCH PUBLICATIONS IN HIGH IMPACT JOURNALS”

**Resource Person:** Dr. Madhu Vij, Professor, FMS, Delhi University

**Date:** 12th October 2019

**Participants:** Assistant Professor, Associate Professor and Research Scholars

**Objective:** To Develop paper writing skills among the Academicians and research scholars for publication of their research paper in high impact journals.

**Summary & Learning Outcome:** Faculty Development Programme (FDP) Committee of DIAS organized One- Day FDP on 12th October 2019 on the topic “Developing Skills for Academic Research Publications in High Impact Journals” with an aim to guide the research scholars and faculty on how to do the academic research for publication purpose.

Research plays a major role in the academic and professional growth of academicians. Academic research strengthens the reputation and helps to achieve promotion and tenure. Collectively, faculty members' research performance affects the academic institution's resources, performance, reputation and ranking.

The inaugural session started with welcoming of resource person Dr. Madhu Vij, Professor at Faculty of Management Studies, Delhi University. The session was attended by Academicians, Associate Professor, Assistant Professor and Research Scholars. Dr N. Malati, Director, DIAS addressed the participants with her inspiring words.

The programme was conducted in three sessions with a small break for tea and a break for lunch. The keynote speaker covered several areas of research like Overview of research and research process, Research question identification, Undertaking systematic Literature Review, Finding the Research Gap, Finalizing Paper Title and its importance, Writing an Abstract, Theory building (concept specification, choosing premises, doing logical reasoning, etc.), Hypothesis specification, Research evaluation and critique, Art of writing





Findings and Conclusion, Referencing in APA format and Identifying suitable high impact Journals for publication.

This was followed by a Case Study Session in which the speaker discussed about the integrities of writing a case study. All the participants got ample opportunities to get inputs on their queries. The programme was very successful in delivering true picture and giving guidance to all participants about the research work.

The session concluded with Valedictory Session comprising of Group Photo and Certificate presentation to the keynote speaker, participants and FDP Conveners.



### REPORT ON “FRAMEWORK OF UNIVERSITY-INDUSTRY LINKAGES IN RESEARCH & COMPENDIUM ON SCIENTIFIC AND INDUSTRIAL RESEARCH ORGANIZATIONS” HELD ON 17TH OCTOBER 2019 AT PHD CHAMBERS OF COMMERCE

**Resource Persons:** Dr. Shekhar C Mande, Secretary, DSIR, Ministry of Science and Technology, Dr. D. K. Aggarwal, President PHD Chamber and Shri Sanjay Aggarwal, Senior Vice President, PHD Chamber

**Date:** 17th October 2019

**Participants:** Assistant Professor, Associate Professor and Research Scholars

**Summary & Learning Outcome:** Nowadays the ability to develop and introduce innovations has become crucial if firms aim to survive within an increasingly global and competitive economy. The productive sector uses a variety of sources of knowledge in order to improve its capacity for innovation and solve technical problems. In this context, research from universities and research centers has been recognized as an important wellspring/source of knowledge for firms. Dealing with this topic, PHD CHAMBER OF COMMERCE organized a Seminar and launch of Publications on Framework of University-Industry Linkages in Research & Compendium on Scientific and Industrial Research Organizations on 17th October 2019 on Thursday. Dr. Pratiksha Tiwari, Faculty, Delhi Institute of Advanced Studies attended the seminar representing the institute. The seminar includes eminent speakers Dr. Shekhar C Mande, Secretary, DSIR, Ministry of Science and Technology, Dr. D. K. Aggarwal, President PHD Chamber and Shri Sanjay Aggarwal, Senior Vice President, PHD Chamber. Inaugural started with remarks by President Dr. D. K Aggarwal followed by presentation on framework of University-Industry linkage in Research by Dr. S. P. Sharma, Chief Economist, PHD Chamber. Compendium on Scientific and Industrial Research Organizations was presented by Dr. Shantanu Ganguli and his team from TERI University. Later the publications were launched by Dr. Shekhar C Mande, Secretary, DSIR and members of the inaugural session. All the panel members emphasized on collaboration between Universities and industry as it benefits all the stakeholders and is a win-win situation for both. Universities seek industrial partnerships because of the direct benefit as it will make their students job ready and indirect benefits to faculty and financial benefits teacher through rewards of patents and licenses where University Industry linkage stimulate companies' internal research and development programs. University researchers help industrial scientists identify current research that might be useful for the design and development of





innovative processes and potential products. For ease of forming these alliances government should step up in forming linkages. Motivate industry by providing with some tax(s) rebates. Vote of thanks for inaugural session was given by Shri Pradeep Multani, Vice President PHD Chamber.



Technical Session started at 11:30 by welcome remarks by Shri Pradeep Multani, Vice President PHD Chamber. First speaker Dr. Niti Bhasin, Associate Professor, Department of Commerce, Delhi School of Economics talked about the relevance of University-Industry linkages in research and shared her experiences about collaborative work with industry through initiatives by PHD Chamber of Commerce. She said that Industry and Academia loop can only be closed by the initiative/ support by government. There after Prof. Dr. Harvinder Popli, officiating Registrar and Dean, Delhi Pharmaceutical Science and Research University, shared her involvements, experience and limitations of both corporates and academicians. She also emphasized that taking care of mutual interest by formulating common achievable goal, constant communication between all stakeholders, following a timeline, rewards and transparency throughout the project helps in increasing collaborations. She said India is a "Minds on Country" rather we should be "Hand on Country". Next Speaker Dr. V.K. Kaul, Professor and Head of Department of Business Economics, University of Delhi, South Campus also emphasized on building trust between two stakeholders. Shri K.R. Vaideesharan, Joint Secretary, DSIR talked about government support for collaboration in research through CSIR and various portals provided to give state of art facilities to students. Lastly chairperson of session Prof.(Dr.) Suneet Tuli, Director, Research, Shiv Nadar University, give insight about relevance of SIROs for the innovation ecosystem in the country and he also deliberate upon the expectations on collaboration between universities and industry, confusion between R & D and innovation, rapidly changing scenarios and technologies, how to break this vicious circle and formulate common expectation plan to fulfill expectation of both universities and industry. Final vote of thanks was given by Dr.

S. P. Sharma, Chief Economist, PHD chamber. The discussion/event provided with insights into drivers of success of universities industry linkage and hope that such initiatives will bring forth participation from all stake holders.

### ONE-WEEK FACULTY DEVELOPMENT PROGRAMME IN COLLABORATION WITH SPSS, SOUTH ASIA ON "FUNDAMENTALS OF RESEARCH METHODOLOGY USING EXCEL & SPSS"

#### Resource Persons:

- Dr. O.P. Wali, Professor & Head: Centre for International Trade in Technology, IIFT, New Delhi.
- Dr. H.K. Dangi, Associate Professor, Department of Commerce, Delhi School of Economics University of Delhi
- Dr. Pratiksha Tiwari, Senior Assistant Professor, DIAS
- Mr. Kapil Soni, Statistician, SPSS, South Asia

**Dates:** 22nd-27th November 2019

**Participants:** Research Scholars, Assistant Professors, Associate Professors, Professors

**Objective:** To familiarize the participants with the basics of research design and methodology and to provide them hands on experience for analyzing and interpreting data and results using Excel & SPSS

**Summary & Learning Outcome:** Faculty Development Programme (FDP) Committee of DIAS organized One-week FDP in collaboration with SPSS, South Asia on "Fundamentals of Research Methodology Using Excel & SPSS" from 22 - 27 November 2019 with an aim to familiarize the participants with the basics of research design and methodology and to provide them hands on experience for analyzing and interpreting data and results using Excel & SPSS.

The inaugural session started with welcoming of resource persons Dr. Pratiksha Tiwari, Senior Assistant Professor, DIAS and Mr. Kapil Soni, Statistician, SPSS, South Asia. Dr N. Malati, Director, DIAS addressed the participants with her inspiring words. The session was attended by Research Scholars, Assistant Professors, Associate Professors and Professors.

The programme was conducted in various sessions with a small break for tea and a break for lunch. The resource persons covered several topics of Basics of Research Methodology, Literature Review and Research Gap, Identification of Research Problem, Formulation of Hypothesis, Questionnaire Development, Data cleaning through Excel and Transition from Excel to SPSS. Hands on



practice was provided to the participants in using various features and functions in Excel and SPSS.

In the subsequent sessions topics covered were Testing of Hypothesis (Parametric&Non-parametric), Analysis of Categorical Data using Cross Tabulation, Chi Square Analysis, Multivariate Analysis, ANOVA, Simple Regression, Underlying Assumptions of Regression, Multidimensional

Visualization, Multiple Regression, Factor Analysis, Cluster and Conjoint Analysis, Discriminant Analysis & Content Analysis, Logistic Regression etc.

The session concluded with Valedictory Session comprising of Group Photo and Certificate presentation to the resource persons, participants and FDP Conveners.





## CORPORATE-ACADEMIA INTERFACE ACTIVITIES

### INDUSTRIAL VISIT TO PARLE BISCUITS

**Organizer:** Ms. Tanya Chatwal and Ms. Kirti

**Dates:** 1st October 2019

**Participants:** Research Scholars, Assistant Professors, Associate Professors, Professors

**Objective:** The aim of this industrial visit was to acquaint the students with the various operations undertaken at the plant.

**Summary and Learning Outcome:** Delhi Institute of Advanced Studies had organised an Industrial Visit to **Parle**



**Biscuits Factory** on 1st October 2019 for the students of BBA V and B.com (Hons) V.

The aim of this industrial visit was to acquaint the students with the various operations undertaken at the plant. At first, they were taken to a conference hall where they were informed about the marketing strategies undertaken by the industry to sell its products. Also, they were told about the wide range of products that Parle-G offers.

At the end, students were taken for a round of the factory to see the manufacturing unit of the products along with a question-answer session with HR seeking clarifications about the reality of industries.

It was a good experience visiting the industry not only on the basis of fun but also gained knowledge about the industry.







### SESSION ON “TRADE FINANCE & RISK MANAGEMENT”

**Organizer:** Ms. Tanya Chatwal and Ms. Kirti

**Resource Person:** Shri Sanjeev Uppal, Chartered Accountant, Independent Financial Advisor and Professional Global Banker

**Dates:** 3rd October 2019

**Participants:** MBA III Students

**Objective:** The aim of this industrial visit was to acquaint the students with the aspects of trade finance and risk management.

**Summary and Learning Outcome:** DIAS organized a session on "Trade Finance and Risk Management" on 3rd October 2019 for MBA III finance students. The eminent resource person for the session was Shri Sanjeev Uppal, Chartered Accountant, Independent Financial Advisor and Professional Global Banker.

He started the session with the basic meaning of Trade Finance and Risk Management. He elaborated that Trade finance signifies financing for trade, and it concerns both domestic and international trade transactions. A trade transaction requires a seller of goods and services as well as a buyer. Various intermediaries such as banks and financial institutions can facilitate these transactions by financing the trade. Also, he threw light on the importance of trade finance international trade describing it as a transactional tool and the opportunities to the buyers, sellers, importers, exporters, bankers, etc.

The session was an enlightening to the students.



### EXTRA-CURRICULAR/CO-CURRICULAR ACTIVITIES

#### SESSION ON SPORTS TOURNAMENT (DIRECTORATE OF STUDENT'S WELFARE)

**Dates:** 10th Oct 2019 to 12th Oct 2019

**Participants:** BBA, B.COM (HONS) & MBA Students

**Objective:** The aim of the tournament was to foster discipline and team spirit.

**Summary and Learning Outcomes:** The Directorate of Student's Welfare, GGSIP University organized various Inter Collegiate tournaments and competitions from 10th Oct 2019 to 12th Oct 2019. The game not only fostered discipline and team spirit but also left memories to be cherished by all the students. Students participated in various sports' activities like Tug of War, March Past and cricket. It received much support from the students, faculties and the audience cheered for their teams with great enthusiasm.

At the end of the match, refreshments were provided to all the students. This was followed by presenting trophy to the winning teams of different competitions. At the end, a photo session was organized for all the teams.





## DIWALI CELEBRATION BY ECO CLUB ON 24TH OCTOBER, 2019

**Date:** 24th October, 2019

**Participants:** BBA, B.COM(HONS) & MBA Students

**Objective:** The aim of the celebration was to enlighten the students and the staff towards the hazards that boisterous celebrations of Diwali pose to our environment.

**Summary and Learning Outcomes:** Diyas lit on the moonless Diwali night signify the end of darkness, ignorance and the beginning of light that enlightens all. This Diwali, the DIAS ECO CLUB took the initiative to enlighten the students and the staff towards the hazards that boisterous celebrations of Diwali pose to our environment. We at DIAS sensitized our students towards celebrating an environmentally safe Diwali by pointing out the major impact that Diwali has on our environment. This encouraged our students to celebrate a green Diwali, where there was an explosion of joy without crackers.

Diwali or the festival of lights is celebrated with much pomp and show in various regions across India. The name 'Deepavali'

literally means an 'array of lights'; the festival marks the triumph of good over evil. To make the students understand the importance of Diwali, Delhi Institute of Advanced Studies had a celebration in the institute on 24th October, 2019. The institute had a special cultural event by the participation of various students from MBA, MCA, BBA, B.Com. A small skit, few dances and songs were presented by the students. The Diwali sweets were distributed by the management after the event to all the students, faculty and staff members of the institute. The entire DIAS fraternity enjoyed the Diwali celebrations whole heartedly.





## ALUMNI MEET – SAMANVAY 2019

**Date:** 9th November, 2019

**Participants:** Ex-students of DIAS

**Objective:** The aim of the alumni meet was to reconnect with the alumni's.

### Summary and Learning Outcome:

“Remembering from whence we came guides us in where we are going, and the time has arrived to relive those reminiscences.”

The alumni meet is conducted every year in order to reconnect with the Alumni and celebrate their success and various achievements. DIAS fraternity organized an Alumni meet, Samanvay 2019, on 9th November 2019. The Alumni started arriving in college by 12.30 p.m. and they were received by the registration team and were taken on a campus tour where they revisited the familiar place where they had studied and were shown the various developments that had

taken place since then. The formal meet began with the words of wisdom from the Professor Emeritus and Academic Director, DIAS, Dr. S.N. Maheshwari, followed by the welcome address by the Director, DIAS Dr. N. Malati. She also thanked all the alumni for responding to the invitation from college and being present for the alumni meet in spite of their busy schedule. The student presented various cultural performances for a warm welcome to their alumni. Following the legacy, the 13th Alumni directory 2020 was released by Dr. S.N Maheshwari Sir.

DIAS boasts of producing star achievers in every field. The award for Industry Excellence went to Mr. Abhishek Khandelwal, Excellence in Research went to Dr. Monika Bansal, Excellence in Entrepreneurial endeavor award went to Mr. Mohit Bhatt and Varun Chauhan and Excellence in Social Responsibility at large award went to Ms. Meghamala. The meet was concluded with the vote of thanks by Ms. Savita and Ms. Monika Sharma, alumni co-ordinators, DIAS.







### CONSTITUTION DAY

**Dates:** 26th November 2019

**Participants:** BBA, B.COM(HONS) & MBA Students

**Objective:** The aim of the celebration was to mark the beginning of a new era in the history of India.

**Summary and Learning Outcome:** Indian Constitution was adopted on November 26, 1949 and came into force on January 26, 1950 marking the beginning of a new era in the history of India. The Government in 2015 decided to observe 26th November as Constitution Day or Samvidhan Divas. The day was celebrated by reading the 'Preamble' of the Constitution by the students and faculties in the Institute. This year address by Hon'ble Prime Minister of India addressed at Central Hall, Parliament House on 26.11.2019 at 11:00 am was also shown live to students. Necessary arrangements for reading the preamble of constitution on 26.11.2019 have also been made for students.





## FACULTY ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

**Dates:** 2nd December 2019 – 14th December 2019.

**Participants:** Research Scholars, Assistant Professors, Associate Professors, Professors

**Objective:** The aim of the programme was to equip with skills and knowledge that are essential for inculcating entrepreneurial values and guiding and monitoring their progress towards entrepreneurial career.

### Summary And Learning Outcome:

“Try not to become a man of success. Rather become a man of value.”

-Albert Einstein

Creating awareness of business opportunities, supporting potential entrepreneurs and assisting them in sustaining their enterprises is a major concern of agencies involved in

accelerating economic development through entrepreneurship. Entrepreneurship has very little to do with money. It is instead an attitude and a way of thinking. It goes beyond simply starting a company. In other words, not all people who start their own organizations can necessarily be categorized as entrepreneurs. Entrepreneurs challenge assumptions, recognize opportunities in periods of change, reveal patterns where others see chaos and mobilize limited resource to achieve the objective. Entrepreneurship in recent times has become an important area of study. It is a solution for creating wealth, generating employment and providing new goods and services.

**NATIONAL FOUNDATION OF INDIAN ENGINEERS (NAFEN)** conducted Faculty Entrepreneurship Development Programme (FEDP) in collaboration with Delhi Institute of Advanced Studies under the Aegis of The National Science & Technology Entrepreneurship Development Board (NSTEDB), Department of Science & Technology, Ministry of Science & Technology, Government of India from 2nd December 2019 – 14th December 2019.

The resource persons for FEDP were as follows:

1. Dr. S K. Varshney: Adviser/Scientist G, Ministry of Science & Technology, Department of Science & Technology.
2. Dr. P.K. Gupta: Secretary General, National Foundation of National Science & Technology Entrepreneurship Development Board (NSTEDB), Ministry of Indian Engineers.
3. Ms. Manisha Gill: Practicing Counseling Psychologist Mind.
4. Dr. Shipra Agarwal: Senior Faculty, FM.
5. Prof. P.N. Kathuria: Quality Management System Auditor - 2000 & Former AGM (Training), SAIL.
6. Mr. Parveen Rajpal: Former Country Manager, Tadiran Telecom (TTL) LP.
7. Dr. Yudhi Ahuja: Dr. Ahuja is a Ph.D. (Statistics) University of Delhi.

The various resource persons gave insights to the participants on the topics : Evolution of Management, Introduction to Entrepreneurship, Management By Objectives (MBO), Time Management, Communication Skills, Stress Management, Management of Change, Personality Development, Motivation, Group Dynamics, Intellectual Property Rights (IPR), Problem Solving & Decision Making, Entrepreneurship and Capital Market, Marketing Strategies, Negotiation Skills, Leadership Qualities, HR Strategies for New Entrepreneurs,



Sources of Funding for setting up New Enterprises, Working Capital, Management for Successful Entrepreneurs and SWOT analysis.

Under this Programme, faculty members from Computers, Management and Engineering Institutes from reputed Institutes were equipped with skills and knowledge that are essential for inculcating entrepreneurial values in students and guiding and monitoring their progress towards entrepreneurial career.



### PLACEMENT AND TRAINING ACTIVITIES

#### A SESSION ON MAN IN THE MIRROR

**Resource Person:** Mr. Manish, Director and Chief Training Analyst, MRS Training services

**Date:** 3rd October 2019

**Objective:** The objective of the programme is to spread awareness among the students about the significance of communicating confidently.

**Summary & Learning Outcome:** A session on Man in the Mirror was organized for its management student by DIAS on October 3, 2019 for the students of BBA & B.Com first year. Understanding self is the fundamental to all the other aspects of self-development. Being assertive in conversation with others helps you get what you want and need and stand up for yourself and your values. The trainer talked to students about the significance of communicating confidently and making it an indispensable part of their personality. The session was organized by Mr. Manish, Director and Chief Training Analyst, MRS Training services. The students took part enthusiastically in the activities conducted by the trainer and the session proved out to be an enlightening affair for the students.





### A SESSION ON GROUP DISCUSSION

**Resource Person:** Mr. Ajay, Manager Director, Fortitude

**Date:** 4th October 2019

**Objective:** The objective of the programme is to focus on the basic understanding of the group dynamics in a GD as it is one of the crucial interview steps.

**Summary & Learning Outcome:** A session on Group Discussion was organized for its management student by DIAS on October 4, 2019 for the students of MBA second year. The session focused on the basic understanding of the group dynamics in a GD as it is one of the crucial interview steps. Mock GDs were conducted by the trainer and individual feedback were shared for each of them. Theses sion was organized by Mr. Ajay Sharma, Managing Director-FORTITUDE. Various tips to sound confident during the GDs were also shared. The session proved out to be an enlightening affair for the students.



### POOL CAMPUS DRIVE BY NAUKRI.COM

**Resource Person:** Ms. Amreen Shahid, HR from Naukri.com

**Date:** 10th October, 2019

**Objective:** The objective of the programme was to provide job opportunities to students.

**Summary & Learning Outcome:** Delhi Institute of Advanced Studies organized a pool campus placement drive for Naukri.com on October 10, 2019 in college premises. The drive was open for MBA students with Marketing specialization for Pan- India positions. Students from VIPS also came to DIAS for this drive. It was presided by the HR from Naukri.com, Ms. Amreen Shahid.







## A SESSION ON DATA SCIENCE AND MACHINE LEARNING

**Resource Person:** Mr. Arun Singal, Founder & CEO, IR4tech

**Date:** 6th November, 2019

**Objective:** The objective of the programme was to create awareness among the students regarding the concept of data science.

**Summary & Learning Outcome:** A session on Data Science and Machine Learning was organized for its management students by DIAS on November 6, 2019 for the students of MBA second year. The latest aspects of data science in the world of corporate and its relevance was discussed at length. All the students participated with a great competitive spirit making the session a success. The session was organized by Mr. Arun Singal, Founder & CEO, IR4tech. The session also aimed at apprising the students with significance of honing the requisite skills to shape their careers in life. The session proved out to be an enlightening affair for the students.



## CAMPUS DRIVE BY KOTAK LIFE

**Resource Person:** Ms. Mansi Chawla, HR from Kotak Life

**Date:** 8th November, 2019

**Objective:** The objective of the programme was to provide job opportunities to students.

**Summary & Learning Outcome:** Delhi Institute of Advanced Studies organized a campus placement drive for Kotak Life on November 8, 2019 in college premises. The drive was open for MBA students of DIAS with Marketing specialization for Pan- India positions. It was presided by the HR from Kotak Life, Ms. Mansi Chawla.





### CAMPUS DRIVE BY SAMPURNA STRATEGIES

**Resource Person:** Ms. Roshni Bisht, HR from Sampurna Strategies

**Date:** 9th November, 2019

**Objective:** The objective of the programme was to provide job opportunities to students.

**Summary & Learning Outcome:** Delhi Institute of Advanced Studies organized a campus placement drive for Sampurna Strategies on November 9, 2019 in college premises. The drive was open for MBA students of DIAS with Marketing specialization for Pan- India positions. It was presided by the HR from Sampurna Strategies, Ms. Roshni Bisht.



### CAMPUS DRIVE BY SQUAREYARDS

**Resource Person:** Mr. Vinay Sharma., HR from Squareyards

**Date:** 9th November, 2019

**Objective:** The objective of the programme was to provide job opportunities to students.

**Summary & Learning Outcome:** Delhi Institute of Advanced Studies organized a campus placement drive for Squareyards on November 11, 2019 in college premises. The drive was open for MBA students of DIAS with Marketing specialization for Pan- India positions. It was presided by the HR from Squareyards, Mr. Vinay Sharma.



### CAMPUS DRIVE BY CAREER LAUNCHER

**Resource Person:** Mr. Vaibhav Mittal, HR from Career Launcher

**Date:** 12th December, 2019

**Objective:** The objective of the programme was to provide job opportunities to students.

**Summary & Learning Outcome:** Delhi Institute of Advanced Studies organized a campus placement drive for Career launcher on December 12, 2019 in college premises. The drive was open for MBA students of DIAS with Marketing specialization for Pan- India positions. It was presided by the HR from Career Launcher, Mr. Vaibhav Mittal.

### SOCIO- ENVIRONMENTAL ACTIVITIES

#### SESSION ON “AIR POLLUTION AND PUBLIC HEALTH: ISSUES AND CHALLENGES”

**Resource Person:** Prof. N.C. Gupta, University School of Environment Management



**Date:** 17th August, 2019

**Objective:** The objective of the programme was to explain various alternatives to the current lifestyle trends which could be adopted to lead a healthy lifestyle.

**Summary & Learning Outcome:** The students of Delhi Institute of Advanced Studies had the privilege of interacting with Prof. N.C. Gupta from the University School of Environment Management on 17th August, 2019. Prof. Gupta obtained his Ph.D. Degree in Energy and Environment Systems from Jawaharlal Nehru University (JNU), New Delhi and he has an experience of 22 years in research and 20 years in teaching. He has carried out several consultancy assignments for NTPC, IPGCL Power Plants and also for Larsen & Toubro. He has published more than 100 research papers in national and international journals. Prof. Gupta is a member of several academic associations. During the session, he highlighted about "Air Pollution and Public Health: Issues and Challenges". The lecture was extremely informative and various alternatives to the current lifestyle trends which could be adopted were also discussed.

In the end, there was a question-answer round which was answered by the professor with great enthusiasm. When asked about how he contributes his bit to make the environment clean he said firstly he tries to make people aware of the consequences through seminars like the one arranged at DIAS, he believes the students are countries tomorrow and hence environment cleanliness should begin with them. He also added about the importance of using public transport over using individual four and two wheelers. He also said using the air conditioner should be minimized and the suitable temperature of the air conditioner should be around 25 degrees Celsius. He added on and said that Pure air is necessary for our health. Air pollution is the leading cause of several diseases. During the past few years, air pollution has emerged as one of the leading causes of death worldwide.



The guest was honoured with a memento by Dr. N. Malati, Director, DIAS. At the end vote of thanks was extended to the guest. The guest lecture would definitely have had a great understanding in student's mind in relation to Air pollution and its deteriorating effect on Public Health.



### SESSION ON "ROAD SAFETY AWARENESS PROGRAM" IN ASSOCIATION WITH NANHE PAKSHI, NGO AND DELHI POLICE

**Resource Person:** Nanhe Pakshi, NGO and Delhi Police

**Date:** 17th August, 2019

**Objective:** The objective of the programme was to create awareness amongst students who are future road users, to inculcate right attitude in them, to sensitize them to refrain from indulging in riding/ driving at a young age.

**Summary & Learning Outcome:** DIAS Social Responsibility Cell "Kartavaya" organized a "Road Safety Awareness Program" in association with Nanhe Pakshi, NGO and Delhi Police. The session was conducted on Thursday, 3rd October 2019 from 11:30am to 12:30pm in the Conference Hall. All the second and third-year students of BBA and B. Com(H) attended the program.

Delhi Traffic Police organizes Road Safety awareness programmes in colleges of Delhi with the objective to spread road safety culture in the younger generation and to create awareness amongst students who are future road users, to inculcate right attitude in them, to sensitize them to refrain from indulging in riding/ driving at a young age.

The session started with describing the importance of Road Safety. Several videos related to Road Safety were shown. Through mono-acting the message of bad consequences of



rash driving were exhibited. All the participants took a pledge to follow the road safety rules and share them with others also.



### DONATION WEEK BY KARTAVAYA

**Organizer:** Ms. Charu, Faculty, DIAS

**Date:** 14th-19th October, 2019

**Objective:** The objective of the programme was to celebrate the festival of Diwali with the underprivileged children by donating generously to them and enjoy the festivities with them.

**Summary & Learning Outcome:** DIAS Social Responsibility Cell "Kartavaya" organized "Donation Week" in the Institute from 14th-19th October 2019.

All the DIAS fraternity (Faculty, staff and students) came forward and donated generously in cash and/or kind. Donations were given to the Class Kartavaya Coordinators or put in the donation boxes kept near the canteen area during the Donation Week. Many items were collected like Rice, Pulses (Urad dal, Rajma, White chole etc.), Cooking Oil, Diapers (Medium size), Packaged Food Items (Chocolates,

Frooti/Juice etc.), Clothes and Shoes (for children aged 6-14 years), Stationary Items (Pencil, Sharpener, Eraser, Scale, Paints, Colors, Brush etc.), Diya and Candles.

The collected items were donated to "Nanhe Pakshi NGO", "Ashran Orphanage" and "Subhakhshika Shelter Home" to celebrate the festival of Diwali with the underprivileged children.





## VISIT TO SHUBHAKSHIKA SHELTER HOME FOR DIWALI CELEBRATION

**Organizer:** Ms. Charu, Faculty, DIAS

**Date:** 19th October 2019

**Objective:** The objective of the programme was to celebrate the festival of Diwali with the underprivileged children.

**Summary & Learning Outcome:** DIAS Social Responsibility Cell "Kartavya" organized a visit to

Shubhakshika Shelter Home on Saturday, 19th October 2019 from 1-4 pm.

A group of 25 students visited Shubhakshika Shelter Home and engaged children in various activities like Card Making, Diya Decoration, Dance and Talent Show. The winners were given prizes. Various items were also donated like food items, oil, stationary etc.

Students learned how to interact with them, as the children at Shubhakshika were very expressive and interactive. They were enthusiastic and talented.





### KARTAVAYA'S CANDLE DISTRIBUTION EVENT

**Organizer:** Social Responsibility Cell in association with Rotaract Club of Ignited Youth

**Date:** 20th October 2019

**Objective:** The objective of the programme was to celebrate the festival of Diwali by spreading awareness among all for Green and Safe Delhi.

**Summary & Learning Outcome:** DIAS Social Responsibility Cell “Kartavaya” organized a “Candle Distribution Event” in association with Rotaract Club of Ignited Youth for Diwali Celebrations on 20th October 2019 (Sunday) from 12:00 Noon- 04:00 P.M. at Connaught Place.

Happy Diwali Message was spread to all promoting Green and Safe Diwali. Students interacted with people and motivated them to celebrate a safe Diwali. Candles were distributed to the people in Connaught Place to promote cracker free Diwali. Students displayed banners and messages on their back packs. People using polythene bags for shopping were given clothes bags. For the Mithas Event, sweets were distributed to the underprivileged people in the area.





### VISIT ON NANHE PAKSHI NGO

**Organizer :** Social Responsibility Cell of DIAS

**Date:** 22nd October 2019

**Summary & Learning Outcome:** DIAS Social Responsibility Cell “Kartavaya” organized a visit to “Nanhe Pakshi NGO”, on Thursday, 22nd October 2019 from 1-4pm.

Volunteers interacted with underprivileged students and did various activities with the students like played games, dance, singing etc. The volunteers were able to know about the life of the underprivileged students. Stationary items like notebooks, colors, pencils, sharpeners, scales, erasers, pencil boxes etc were distributed to the students. Various competitions were held among children and gifts were presented to the winners. Refreshments like juice, chips and biscuits were distributed to all the children. All the children enjoyed.



### VISIT TO ASHARAN ORPHANAGE

**Organizer:** Social Responsibility Cell of DIAS

**Date:** 24th October 2019

**Objective:** The objective of the programme was to spend time with the kids at Asharan orphanage.

**Summary & Learning Outcome:** DIAS Social Responsibility Cell “Kartavaya” organized a visit to Asharan on 24th October 2019 from 1-3 pm. A group of 7 students visited Asharan and interacted with small children and donated some items to them like Diapers.

Students learned how to interact with them as the children at Asharan were very interactive. They were enthusiastic and dedicated, so it helped everyone to enrich their skills.





### “KARTAVAYA” CLOTHES DONATION DRIVE

**Organizer:** Social Responsibility Cell of DIAS

**Date:** 7th November 2019

**Objective:** The objective of the programme was to provide the homeless and other disadvantaged people clothes for the cold winter months.

**Summary & Learning Outcome:** DIAS Social Responsibility Cell “Kartavaya” organized a “Clothes Donation Drive” in the Institute. These clothes were donated to Goonj, NGO on 7th November 2019.

All the DIAS fraternity (Faculty, staff and students) came forward and donated generously.



## THE LATEST BUZZ

### NBFCs' GROSS NPA RATIO RISES TO 6.3 PC IN SEPT: RBI REPORT

Non-bank lenders witnessed stress in their asset quality in the first half of the current fiscal, with gross NPA ratio increasing to 6.3 per cent in September 2019 from 6.1 per cent in March, according to an RBI report. However, the net NPA ratio of non-banking financial companies (NBFCs) remained steady at 3.4 per cent between end-March 2019 and end-September 2019, RBI's Financial Stability Report showed. As at end-September 2019, the capital to risk assets ratio (CRAR) of the NBFC sector stood at 19.5 per cent, lower than 20 per cent as at end-March 2019. The report said while the importance of NBFCs in credit intermediation is growing, the IL&FS episode brought the focus on the asset liability mismatches of non-bank lenders, which poses risks to the sector as well as the financial system as a whole. To address this, the RBI introduced the liquidity coverage ratio (LCR) requirement for all deposit-taking and non-deposit taking NBFCs with an asset size of Rs 5,000 crore and above. The new regulation mandates NBFCs to maintain a minimum level of high-quality liquid assets to cover expected net cash outflows in a stressed scenario.

NBFCs are required to reach LCR of 100 per cent over a period of four years commencing from December 2020. "The non-banking financial intermediation space which took up a significant share in credit intermediation after the relative passivity of public sector banks due to their impaired balance sheets, continues to show signs of restructuring of their underlying business models," RBI Governor Shaktikanta Das

wrote in the foreword of the report. While credit markets are becoming more competitive following recapitalization of state-run banks, market funding for NBFCs is getting more discerning based on prudential concerns, he added. The report said NBFCs were the largest net borrowers of funds from the financial system with gross payables of around Rs 8,29,468 crore and gross receivables of around Rs 66,635 crore as at end-September 2019. A further breakup of payables showed that 48.4 per cent of the funds were obtained from banks, followed by 26 per cent from mutual fund companies and 21.3 per cent from insurance firms, it said.

### BUDGET 2020 PROPOSAL FOR SALARIED PROFESSIONALS: PPF, NSC SOPS ON CARDS TO INCREASE TAXPAYERS' SAVINGS

The government is considering a proposal to extend further incentives to salaried tax payers in the upcoming budget. The finance ministry may allow tax exemptions of up to Rs 2.5 lakh for savings under the 80 category and carve out a separate segment under section 80C of the Income Tax Act to give tax exemptions up to Rs 50,000 for National Savings Certificate (NSC), three people familiar with the development said. It is also mulling allowing a maximum investment limit of Rs 2.5 lakh.

Bank deposits, at 27%, account for the biggest share in the total gross financial savings of households. The government's plan is to put more money in the hands of the savers and hope to spur consumption. "The potential increased savings arising





on account of an increase in the limit of PPF by Rs 1 lakh from Rs 1.5 lakh to Rs 2.5 lakh is immense if we consider that there could be over 3 crore individual taxpayers having a gross total income of Rs 5 lakh or more.

Industry trackers said while these proposals may put some dent in the tax collections, it won't be crucial. The government is trying to manage the fiscal deficit that stood at Rs 8.07 lakh crore at the end of November last year, 13% above the full-year target, as per the Controller General of Accounts. Indian revenue collections have been below expectation.

### FINANCE PANEL WANTS THREE TIER GST STRUCTURE: REPORT

Government Asks Officials to Identify, Book Tax Evaders through Data Analytics: The Fifteenth Finance Commission (FFC) has recommended simplifying the GST structure into three slabs, according to a report in Hindustan Times. The Finance Commission has suggested a uniform rate of 17% GST, introduced in July 2017, currently has four rates – 5%, 12%, 18% and 28%. Other suggestions by the panel include a lower merit rate for items of common consumption and a higher rate on luxury and sin goods, the report said. The Finance Commission has forwarded the suggestions to the GST Council, which makes the final decision on the rates. Some policymakers are in favour of rationalising the slabs to simplify the GST structure and boost revenue collections, which have recently seen a slump. GST collection had crossed the Rs. 1 lakh crore mark in November 2019 after three months of lower collections. In another report in The Economic Times, the government is considering allowing companies to clear current GST dues without first clearing past pending payments. Officials from the Ministry of Corporate Affairs (MCA) and Department of Revenue (DoR) have begun discussing the matter, the report said.

### TRANSFER OF SURPLUS MONEY FROM RBI IN FUTURE TO DEPEND ON INCOME, EXPERT PANEL SUGGESTIONS: NIRMALA SITHARAMAN

Finance Minister Nirmala Sitharaman said transfer of surplus reserves from the Reserve Bank of India (RBI) to the government in future will depend on net income and other financial parameters of the central bank besides the recommendations of the expert committee on excess capital. The surplus distribution policy of RBI is determined in accordance with section 47 of the RBI Act, 1934, Sitharaman said in a written reply to Lok Sabha.

"The quantum of surplus transfer to the depend on RBI's net income, "required realized equity" as a per cent of RBI's balance sheet and "available realized equity" as a per cent of RBI's balance sheet in the coming years, and shall be governed

by the legal provisions of the RBI Act, 1934 read with the recommendations of the committee as accepted by RBI," Sitharaman said.

The central board of the RBI, in its meeting in November 2018, in consultation with the government had decided to constitute an expert committee under the chairmanship of former RBI governor Bimal Jalan to suggest an adequate level of risk provisioning that RBI needs to maintain.

The committee, formed on December 26, 2018, was tasked to propose a suitable surplus distribution policy taking into account all the likely situations of the RBI.

The finance minister was replying to a question asked by Gopal Chinnaya Shetty if the issue of surplus reserves of RBI was resolved as per the suggestions of the Jalan committee and whether in future the government was likely to get additional dividend from RBI as per the recommendations of the said committee.

The Bimal Jalan expert committee had submitted its report to RBI on August 14, 2019.

he central board of RBI, in its meeting on August 26, 2019, had accepted all the recommendations of the committee and finalized RBI's accounts for 2018-19 using the revised framework to determine risk provisioning and surplus transfer.

"The transfer of surplus to the government for the year 2018-19, ended June 30, 2019 was made in accordance with the recommendations of the committee and accordingly a sum of Rs 1,75,987 crore was transferred by RBI to the government," the minister said in the lower house.

The transfer of reserves comprised Rs 1,23,350 crore of surplus for 2018-19, of which Rs 28,000 crore was already paid as interim dividend on March 28, 2019, and Rs 52,637 crore of excess provisions identified as per the revised Economic Capital Framework (ECF), Sitharaman said.

### INDIA RESTAURANTS SHIFTS TOWARDS CREATING CAMERA-FRIENDLY DISHES THAT CUSTOMERS CAN CLICK AND SHARE

Food is becoming clickbait of sorts for restaurants. When Mexican fast-food chain Taco Bell launched its ninth outlet in India three months ago, it underwent a makeover.

One of the primary focus areas for the US chain was to make its dishes "Instagrammable." Breaking with the tradition of serving its dishes in boxes, the restaurant started to provide burritos, tacos and chalupas in open plates to elevate the "Instagram game" of their customers.

"Taco Bell menu items are served in open plating," said Gaurav Burman, director of Burman Hospitality, which



operates the restaurant in India. “The fans love to click and share.”

Taking photographs of food before eating is becoming a sort of standard operating procedure at restaurants across the country, especially by youngsters armed with smartphones eager to share their experiences – or simply show off – on Facebook, Twitter and Instagram.

It is this trend that restaurants want to leverage by creating camera-friendly dishes to spread awareness of their brand and menu and attract customers.

Pizza was the most popular Instagrammed food in 2016, behind sushi and steak, according to Brandwatch Analytics.

Taco Bell is not the only one in India focussing on food display. Californian burger brand Carl's Jr, which is operated in India by Cybiz BrightStar Restaurants, also does not box its burgers.

“While taste is number one for us, we do look into how unique our product looks,” said Samira Chopra, director of Cybiz Bright-Star Restaurants. The restaurant wraps its burgers in a way that one can see what it's made of – the lettuce, tomatoes and the patties – in photographs.

The use of social media by foodies can work to the advantage of restaurants. Instagram, which was acquired by Facebook in April 2012, had more than 600 million users in mid-December.

“Inherently people trust each other more than they trust a brand. They are more likely to listen to me rather than give heed to the word of the restaurant,” said Arvind Krishnan, managing director of advertising agency which is high on social media marketing. And so, restaurants are going all out to ensure they don't miss this opportunity.

Mainland China and Oh! Calcutta have special chefs whose only job is to take care of plating and garnishing and making a drama. “Presentation has always been an integral part of strategy for restaurants, but now with social media, it has become even more important. Our business is based on word of mouth and the best way to do it is through social media because that is a whispering campaign,” said Anjan Chatterjee, founder of Speciality Restaurants, which owns Oh! Calcutta and Mainland China.

Some feel that such trends could be a diversion from the core focus of restaurants.

### FINLAND'S NEW 34-YEAR-OLD PRIME MINISTER WANTS HER CITIZENS ON A FOUR-DAY WORKWEEK

As workers across the globe haul themselves back to the office for their first full week after the extended Christmas break, Finland's newly-installed prime minister may soften the

blow for her citizens with the prospect of a condensed working week.

Sanna Marin, 34, has previously proposed putting the entire country on a four-day workweek consisting of six-hour workdays in a bid to transition the country to what she called “the next step for us in working life.”

“I believe people deserve to spend more time with their families, loved ones, hobbies and other aspects of life, such as culture. This could be the next step for us in working life,” Marin said in August while she was still the minister of transport.

Specific details of Marin's proposal have not been announced and a spokesperson has iterated that it's not currently part of the government's agenda.

The Finnish leader is far from alone in her stance. In 2015, neighboring Sweden tested out the six-hour workweek in Gothenburg, finding it a boon to happiness levels but a burden on public coffers. France, meanwhile, reduced its standard working week to 35 hours from 39 hours in 2000.

The notion of a reduced workweek has support from the corporate world, too. In November 2019, Microsoft Japan revealed that a trial four-day workweek had boosted productivity by 40%. In 2018, a New Zealand firm dubbed its two-month trial of a four-day workweek a success in improving work-life balance.

### 2020 INFLUENCER MARKETING PREDICTIONS

While 2019 saw influencer, marketing come into its own, 2020 will see further polishing of the trend, along with new opportunities for brands. 2019 has witnessed a brilliant evolution in the influencer marketing industry. Right from the rise of new-age influencers exploring new, diverse niches to the increased media spends in influencer marketing, the business of influencing has certainly polished up. Needless to say, the time has come for all businesses to reap the benefits of influencer marketing to stay ahead of the game. As we move towards the end of the year, it calls for identifying the new opportunities that influencer marketing will bring forth in 2020.

#### 1. Instagram vs. TikTok

While Instagram will continue to be the dominant social platform for influencer marketing campaigns, TikTok will be an equal participant in the transaction. TikTok is designed to promote entertainment content as compared to Instagram that endorses lifestyle content. Brands will, therefore, have to choose between the two depending on the goals & objectives of their campaign.



## 2. No Likes. Yes, New Metrics

Instagram hiding likes in an attempt to depressurize the platform for young people is a clear indication that metrics will be important now more than ever. Marketers will definitely have to identify major key indicators that will help boost ROI in influencer marketing.

## 3. Beyond the Borders

Influencer marketing businesses in India will see the expansion of their influencer directory to include overseas influencers too, which will prove to be a major advantage to marketers looking to expand their business horizons beyond their national territory.

## 4. Storytelling is Key

The average human attention span has reduced from 10 seconds to 8 seconds. The only way brands can grab their attention within the first 8 seconds is through value-driven storytelling. The 'less is more' content philosophy will play an important role in enhancing value-driven storytelling.

## 5. Live Content Will Succeed

80% of brand audiences prefer to watch live content on Instagram, Facebook, and YouTube. In order to meet the expectations of audiences, brands will have to make use of customer preferences as an opportunity to ace influencer marketing. In this case, live content.

## FIFTH BI-MONTHLY MONETARY POLICY STATEMENT

The Reserve Bank of India (RBI) released its fifth bi-monthly monetary policy statement for 2019-20 in which the Monetary Policy Committee (MPC), led by Governor Shaktikanta Das, decided to keep the policy repo rate unchanged at 5.15%. In 2019, the RBI has cut repo rate by 135 basis points so far to a nine-year low of 5.15%. Analysts were expecting another 25 basis points cut. The RBI said it is against any kind of private digital currency as currency is a sovereign function. The apex bank has however started initial discussions to launch its own digital currency. "If the technology evolves then the RBI will certainly look into it," Shaktikanta Das said. On HDFC Bank's technical glitch, which affected net banking and app services, the apex bank said its team has gone to find out the reason and what directions can be given in the case. On the PMC Bank issue, Das said valuers are assessing the realizable values of assets mortgaged by the companies and other assets identified by the ED and economic offences wing. Das said the policy rate decision was a "temporary pause" in the interest rate cutting cycle and the MPC will be better placed to decide on it in February after more data comes in and the government brings out its Budget for 2020-21. Das said the RBI doesn't want to reduce the MPC

rate again and again but wait for maximum impact. RBI Governor Shaktikanta Das said he is not worried about fiscal deficit but wants greater clarity on counter-cyclical fiscal measures. Ranjan Chakravarty, Economist and Product Strategist at Metropolitan Stock Exchange, said this is tantamount to an implicit rate hike - premature and unwarranted because this is a demand-side reaction to supply-side retail inflation.

RBI governor on fears of job cuts: "There is no such fear". Stock markets erased all the gains and fell led by drop in banking stocks on Thursday after Reserve Bank of India unexpectedly maintained its key rates. The Reserve Bank of India will not allow any NBFC to collapse, Shaktikanta Das said adding that they know which NBFCs are vulnerable and are being monitored. "We have taken measures to ensure that credit flow increases from banks to NBFCs," Das said. Monetary policy transmission by lenders has been full and reasonably swift: Shaktikanta Das. Steep telecom tariff hike can have some impact on core inflation: Governor Shaktikanta Das. Both the RBI and government are working in coordination to achieve growth. Shaktikanta Das said the timing of rate cut is also important and one must allow time for measures, which have already been taken, to play out. Das said RBI expects inflation to moderate. On growth prospects, he said, "We have some green shoots, things are improving." The RBI has also announced that it will launch a new type of prepaid payments instrument (PPI) which can be used only for purchase of goods and services up to a limit of ₹10,000. Transmission of interest rates is expected to improve soon as the share of base rate loans, interest rates on which have remained sticky, declines; and MCLR-based floating rate loans, which typically have annual resets, become due for renewal, RBI said. As against the cumulative reduction in the policy repo rate by 135 bps during February-October 2019, transmission to various money and corporate debt market segments ranged from 137 bps (overnight call money market) to 218 bps. RBI has lowered its real GDP growth forecast for 2019-20 from 6.1% in the October policy to 5%. RBI MPC report said data on corporate finance and on projects sanctioned by banks and financial institutions suggest some early signs of recovery in investment activity, though its sustainability needs to be watched closely. RBI said although inflation is rising in the near-term, but it is likely to moderate below target by the second half of FY 2020-21.

All members of the MPC – Dr. Chetan Ghate, Dr. Pami Dua, Dr. Ravindra H. Dholakia, Dr. Michael Debabrata Patra, Shri Bibhu Prasad Kanungo and Shri Shaktikanta Das – voted in favour of the policy decision. Explaining the rationale behind not touching the repo rate, the MPC said there is monetary policy space for future action. "However, given the evolving growth-inflation dynamics, the MPC felt it appropriate to take a pause at this juncture. Accordingly, the MPC decided to



keep the policy repo rate unchanged and continue with the accommodative stance as long as it is necessary to revive growth, while ensuring that inflation remains within the target," the RBI said. In its report, the MPC has noted that economic activity has weakened further and the output gap remains negative. The RBI has increased the CPI inflation projection to 5.1-4.7% for the second half of the current fiscal year and 4.0-3.8% for the first half of the next fiscal year 2020-21. The MPC said monetary transmission has been full and reasonably swift across various money market segments and the private corporate bond market. These decisions are in consonance with the objective of achieving the medium-term target for consumer price index (CPI) inflation of 4 per cent within a band of +/- 2 per cent, while supporting growth, the RBI said. The MPC has decided to continue with the accommodative stance as long as it is necessary to revive growth, while ensuring that inflation remains within the target, RBI said. India's economy is set for a modest recovery after a loss of momentum, as reforms in taxation, business regulations and steps to upgrade infrastructure start to bear fruit, the Organization for Economic Cooperation and Development (OECD) said in a report on Thursday. Interest rate moves by central banks across a group of 37 developing economies showed a net 8 cuts last month after a net 9 cuts in October. Australian brokerage Macquarie said in a report that the RBI may pause to see how the cumulative cuts transmit through the economy. RBI needs to prod banks to lower lending rates and perhaps manage market yields.

In its last bi-monthly policy statement, the RBI had maintained "accommodative stance" and cut its key lending rate to 5.15%. Easing of monetary policy could allow banks to reduce their lending rates and help both consumers and the industry to get cheaper finance. The RBI's policy statement is also expected to comment on transmission of interest rates as banks have passed on only a fraction of rate cuts to consumers. Bloomberg News surveyed 34 economists, a majority of whom expect a 25-bps rate cut, with the rest expecting reductions of 15 basis points to 50 basis points.

The RBI has lowered its growth forecast for the current fiscal year four times already, with the latest revision in October pegging expansion at 6.1%. The resolution of the MPC will be released at 11.45 am today. Eight out of 10 economists and treasury heads surveyed by Mint expect a 25 bps rate cut. The RBI is also expected to maintain an accommodative stance. RBI's MPC meeting began on Tuesday and ends today. RBI Governor Shaktikanta Das, who took over the role after Urjit Patel's resignation last year, completes one year in office next week.

### STAKEHOLDERS BELIEVE, MDR WAIVER MAY HURT DIGITAL INDIA

Finance Minister Nirmala Sitharaman on Saturday said that the

zero MDR regime would kick in once the Department of Revenue issued a gazette notification on January 1. Top industry players say Centre's decision on not levying merchant discount rates will make the business model unviable.

The Centre's decision to not levy Merchant Discount Rates for payments made through Ru-Pay debit cards and Unified Payment Interface (UPI) instruments has drawn criticism from market stakeholders, several of which claim the move could slow India's drive toward a less-cash economy.

The policy, besides putting National Payments Corporation of India's (NPCI) domestic RuPay cards under competitive disadvantage over multinational rivals Visa and Mastercard, also threatens the business models of several home-grown Payment Service Providers (PSPs), industry executives said.

"The prohibition on charging MDR on Rupay and UPI would kill the industry and make the business model unviable. It is akin to nationalisation of the payments industry," said Vishwas Patel, chairman of Payment Council of India (PCI), an industry body representing more than 100 PSP fintech companies. "There would be a significant negative impact on the payment ecosystem – innovation, job losses and a slowdown in the expansion of the digital payments in India," said Patel. "Service providers will start withdrawing the existing deployed POS terminals from unviable small shops and establishments as continued maintenance, training and supply of printer rolls etc. will increase losses."

### BANKS STILL NOT OUT OF THE WOODS; RBI SEES BAD LOANS RISING IN 2020

The gross non-performing asset ratio of banks may increase to 9.9 per cent by September 2020 from 9.3 per cent in September 2019, according to an RBI report. The gross NPA ratio of banks stood at 9.3 per cent in March 2019.

"The stress tests indicate that under the baseline scenario, the GNPA ratios of banks may increase to 9.9 per cent by September 2020, due to change in macroeconomic scenario, marginal increase in slippages and the denominator effect of declining credit growth," RBI said in its Financial Stability Report (FSR).

The report said state-run banks' GNPA ratios may increase to 13.2 per cent by September 2020 from 12.7 per cent in September 2019, whereas for private banks it may climb to 4.2 per cent from 3.9 per cent, under the stress scenario.

The foreign banks' gross bad loans may increase to 3.1 per cent from 2.9 per cent in September 2019. The report said banks net non-performing assets (NNPA) ratio declined in September 2019 to 3.7 per cent, reflecting increased



provisioning. The aggregate provision coverage ratio (PCR) of all banks rose to 61.5 per cent in September 2019 from 60.5 per cent in March 2019. PCRs of both state-run banks and private banks increased in September 2019.

"Following the recapitalization of state-run by the government, banks capital to risk-weighted assets ratio (CRAR) improved to 15.1 per cent in September 2019 from 14.3 per cent in March 2019," the report said. The state-run banks' CRAR improved to 13.5 per cent from 12.2 per cent during the same period.

Bank-wise distribution of asset quality showed that while 24 banks had GNPA ratios of under 5 per cent, four banks had GNPA ratios higher than 20 per cent in September 2019. The

asset quality of agriculture and services sectors, as measured by their GNPA ratios, deteriorated to 10.1 per cent in September 2019 as compared to around 8 per cent in March 2019. For the industry sector, the slippages during the period declined to 3.79 per cent from around 5 per cent in March 2019.

The report showed that the share of large borrowers in banks' total loan portfolios and their share in GNPA's was at 51.8 per cent and 79.3 per cent, respectively, in September 2019, lower compared to the 53 per cent and 82.2 per cent, respectively in March 2019.

The top 100 large borrowers accounted for 16.4 per cent of banks' gross advances and 16.3 per cent of GNPA's.

## Scholastic

## Impressions

### BEHAVIORAL ECONOMICS AND BEHAVIORAL FINANCE: A BIBLIOMETRIC ANALYSIS OF THE SCIENTIFIC FIELDS

The aim of the study is to conduct a bibliometric analysis of the scientific field of Behavioral Economics and Behavioral Finance. The research was conducted using the Web of Science database, which returned 2617 articles, revealing that the amount of research within these fields has grown over time. Furthermore, the results also prove the relevance of the works of Daniel Kahneman and Amos Tversky for the field of Behavioral Economics and Finance, and Steven Hursh to Behavioral Economics. It is still possible to note that the field of Behavioral Economics encompasses subjects that connect human behavior with demand, consumption and price, with investments and with managerial decisions, as well as with the role played by heuristics and cognitive biases in decision-making processes. In turn, the field of Behavioral Finance is more focused on the study of errors of judgment and of decision-making characteristics in financial investments. Additionally, it is inferred that the field of Behavioral Economics is more wide-ranging than the field of Behavioral Finance, as the latter is a byproduct of Behavioral Economics. Finally, a conclusion is then reached, demonstrating that the fields of Behavioral Economics and Finance have turned into an important field of study.

Ms. Aashima, Faculty, DIAS

(For full text, please refer to Journal of Economic Surveys, Vol 33, Issue 1, 2019, <https://onlinelibrary.wiley.com/doi/full/10.1111/joes.12262>)

### FINANCIAL HOMO IGNORANS: MEASURING VULNERABILITY TO BEHAVIORAL BIASES IN HOUSEHOLD FINANCE

Understanding systematic differences in sound financial behavior between individuals is a key area for public policy and the possibility to tailor interventions to promote financial well-being. In this paper we develop and validate a concise 12 item questionnaire measuring individual's vulnerability to behavioral biases in household finance – the Financial Homo Ignorans (FHI) Scale. We conduct two studies with general population samples (total N=2508) and show that the FHI scale can predict behavior in financial tasks such as consumer purchases, loan choices, or investment decisions, also when controlling for demographics, financial literacy and other related constructs. In addition, we show that consumer heterogeneity as assessed by the FHI scale explains the variation in household finance management and financial well-being. The FHI scale has application potential as it can be used by researchers, policy makers, and financial institutions to study the psychological underpinnings of financial behavior and design interventions by targeting individuals who are particularly vulnerable.

Ms. Tanya, Faculty, DIAS

(For full text, please refer to Barrafrém, K., Västfjäll, D., & Tinghög, G. (2020, January 14). Financial Homo Ignorans: measuring vulnerability to behavioral biases in household finance. <https://doi.org/10.31234/osf.io/q43ca>)



## EFFECTS OF HUMAN RESOURCE MANAGEMENT SYSTEMS ON EMPLOYEE PROACTIVITY AND GROUP INNOVATION

Proactivity is vital to innovative changes in the workplace. However, existing research on proactivity has rarely addressed how human resources management (HRM) systems induce proactive behavior and influence group innovation. Indeed, HRM systems are considered primary tools that organizations utilize to derive specific behaviors from their employees. Thus, examining the relationship between HRM systems and proactivity and its link to subsequent outcomes is a worthwhile pursuit. To examine how HRM systems influence proactive behavior, we investigated the effects of HRM systems on three psychological states, namely, role breadth self-efficacy, felt responsibility for change, and trust in management. Furthermore, we suggested that, facilitated by members' proactive behaviors, group creative processes can spur group innovation. We conducted two multilevel studies to test our hypotheses, and the results generally supported our theoretical arguments. Exploring the process through which HRM influences proactive behavior and subsequent innovation outcomes, this study contributes to the literatures on HRM, proactivity, and innovation by elucidating the HRM–innovation relationship and suggesting HRM systems as meaningful antecedents to proactivity.

Ms. Monika, Faculty, DIAS  
(For full text, please refer to Lee, H. W., Pak, J., Kim, S., & Li, L.-Z. (2019).

Effects of Human Resource Management Systems on Employee Proactivity and Group Innovation. *Journal of Management*, 45(2), 819–846.)

## THE RISE AND FALL OF PORTFOLIO PUMPING AMONG U.S. MUTUAL FUNDS

This study examines how increased regulatory attention to portfolio pumping affects the trading behavior of U.S. mutual funds. Attention by regulators should increase the likelihood of fines and reputational damage, raising the cost of such last-minute price manipulation. Consistent with this assertion, we find that last-minute price spikes in aggregate fund indices, in fund holdings and in institutional trading around quarter-ends declined, the declines are largest around year-ends, for small-cap and better-performing funds, and occurred faster for funds headquartered near SEC regional offices. These findings suggest that increased regulatory attention reduced portfolio pumping by U.S. mutual funds.

Ms. Savita, Faculty, DIAS  
(For full text, please refer to Truong X. Duong, Felix Meschke, The rise and fall of portfolio pumping among U.S. mutual funds, *Journal of Corporate Finance*,

Volume 60,2020,101530,ISSN 0929-1199,<https://doi.org/10.1016/j.jcorpfin.2019.101530>.)

## STRATEGIC RECRUITMENT ACROSS BORDERS: AN INVESTIGATION OF MULTINATIONAL ENTERPRISES

As a result of globalization, large-scale modern-day businesses extend across borders as they engage in multinational enterprises. Such enterprises must conduct operations in disparate, culturally diverse contexts, which present challenges for implementing human resource management activities, such as whether to standardize or localize activities across borders. The current study focuses on recruitment activities, as they represent firms' initial efforts to attract highly qualified talent. However, the extant recruitment literature has primarily been conducted in a single context or in Westernized societies; thus, it is unclear how organizations recruit across borders. Drawing on signaling theory, we explore how Fortune 1000 firms use recruiting signals in their domestic and international operations. In general, we find that firms standardize the recruiting signals across their domestic and international operations. Yet, the amount that each signal is emphasized differs in domestic and international operations and is contingent upon language. Furthermore, cultural distance between the home and host country largely does not explain the standardization of the recruiting signals. We summarize the findings and provide direction intended to guide future research.

Ms. Jyoti, Faculty, DIAS  
(For full text, please refer to Banks, G. C., Woznyj, H. M., Wesslen, R. S., Frear, K. A., Berka, G., Heggstad, E. D., & Gordon, H. L. (2019). Strategic Recruitment Across Borders: An Investigation of Multinational Enterprises. *Journal of Management*, 45(2), 476–509.)

## THE RELATIONSHIP BETWEEN CAPITAL STRUCTURE & PROFITABILITY

Capital structure decision is the vital one since the profitability of an enterprise is directly affected by such decision. The successful selection and use of capital is one of the key elements of the firms' financial strategy. Hence, proper care and attention need to be given while determining capital structure decision. The purpose of this study is to investigate the relationship between capital structure and profitability of ten listed Sri Lankan banks over the past 8-year period from 2002 to 2009. The data has been analyzed by using descriptive statistics and correlation analysis to find out the association between the variables. Results of the analysis show that there is a negative association between capital structure and profitability except the association between debt to equity and return on equity. Further the results suggest that 89% of



total assets in the banking sector of Sri Lanka are represented by debt, confirming the fact that banks are highly geared institutions. The outcomes of the study may guide banks, loan-creditors and policy planners to formulate better policy decisions as far as the capital structure is concerned.

Ms. Anshika, Faculty, DIAS  
(For full text refer to: Global Journal of Management and Business Research, Volume 12, Issue 13, Version 1.0, Year 2012, Type: Double Blind Peer Reviewed International Research Journal Publisher: Global Journals Inc. (USA) Online ISSN: 2249-4588 & Print ISSN: 0975-5853)

### **ANALYSIS OF FINANCIAL PERFORMANCE OF SELECTED PUBLIC AND PRIVATE SECTOR BANKS**

The commercial banks have played a vital role in depicting the financial system of any country. The health of any country can be defined by the condition of the financial system which is going to be reformed. Reforms have been done from time to time on the ground of several committees introduced in the banking sector such as the first Narasimham Committee (1991), Verma Committee (1996), Khan Committee (1997), second Narasimham Committee (1998). The growth and efficiency of the country can be determined through the financial performance of the banks. The main task of this paper was to do a comparative analysis of the financial performance of selected public sector and private sector banks. Besides this, the study tried to acknowledge the financial stability, liquidity, profitability, and other financial aspects of the banks. For the study purpose, three public sector banks (State Bank of India, Bank of Baroda, and Punjab National Bank) and three private sector banks (HDFC Bank, ICICI Bank, and Axis Bank) were chosen as they have the largest financial base. The overall study is based on the secondary data collected from the annual reports, newspapers, magazines, and online sources for the period of 5 years from 2015-2019. It was found from a comparative analysis that the public sector banks have made a significant progress, but they still do not meet the performance benchmark set by the private sector banks. Private sector banks (2.02300%) were found to be more successful in controlling the non-performing assets (NPA) in comparison to the public sector banks (5.12133%).

Ms. Kavita, Faculty, DIAS  
(For full text refer to: Gupta, Jaiswal (2020), Indian Journal of Finance, Jan2020, Vol. 14 Issue 1).

### **Does the Media Help or Hurt Retail Investors During the IPO Quiet Period?**

The study examines how the media influences retail trade and market returns during the “quiet period” that follows a firm's

IPO. This is to find that more media coverage during this period is associated with more purchases by retail investors and that such purchases are attention-driven, rather than information-based. Further, these retail trades are negatively associated with stock returns at the firm's first earnings announcement post-IPO. Our results suggest that media coverage, combined with market frictions that limit price efficiency in the post-IPO period, leads to worse investing outcomes for retail investors.

Ms. Sakshi, Faculty, DIAS  
(For full text refer: Brian J. Bushee, Matthew C. Cedergrén, Jeremy Michels “Does the Media Help or Hurt Retail Investors During the IPO Quiet Period?,” Journal of Accounting & Economics (JAE), Forthcoming, 57 Pages  
Posted: 29 Apr 2018 Last revised: 27 Aug 2019)

### **SIRI, ALEXA, AND OTHER DIGITAL ASSISTANTS: A STUDY OF CUSTOMER SATISFACTION WITH ARTIFICIAL INTELLIGENCE APPLICATIONS**

Digital assistants (e.g., Apple's Siri, Amazon's Alexa, Google's Google Assistant) are highly complex and advanced artificial intelligence (AI) based technologies. Individuals can use digital assistants to perform basic personal tasks as well as for more advanced capabilities.

Yet, the functional and topical use of a digital assistant tends to vary by individual. This study reflects the contextual experiences of the respondents. At present, there is little empirical evidence of customer satisfaction with digital assistants.

PLS-SEM was used to analyze 244 survey responses to examine this research gap. The results confirmed that expectations and confirmation of expectations have a positive and significant relationship on customer satisfaction with digital assistants.

This study provides evidence that customer expectations are being satisfied through the digital assistant interaction experience. As firms integrate digital assistants into their operations, they must help customers properly define what to expect from the firm's interactive experience.

Ms. Charu, Faculty, DIAS  
(For full text refer: Thomas M. Brill, Laura Munoz & Richard J. Miller (2019) Siri, Alexa, and other digital assistants: a study of customer satisfaction with artificial intelligence applications, Journal of Marketing Management, 35:15-16, 1401-1436, DOI: 10.1080/0267257X.2019.1687571)



**THE ELEMENTS OF GOOD JUDGMENT: HOW TO IMPROVE YOUR DECISION MAKING?**

The facts have been assembled, and the arguments for and against the options spelled out, but no clear evidence supports any particular one. Now people around the table turn to the CEO. What they're looking for is good judgment—an interpretation of the evidence that points to the right choice. Judgment—the ability to combine personal qualities with relevant knowledge and experience to form opinions and make decisions—is “the core of exemplary leadership” according to Noel Tichy and Warren Bennis (the authors of Judgment: How Winning Leaders Make Great Calls). It is what enables a sound choice in the absence of clear-cut, relevant data or an obvious path. To some degree we are all capable of forming views and interpreting evidence. What we need, of course, is good judgment. Practices that leaders can adopt, skills they can cultivate, and relationships they can build will inform the judgments they make. In this article I'll walk through the six basic components of good judgment—I call them learning, trust, experience, detachment, options, and delivery—and offer suggestions for how to improve them.

Dr. Khushboo, Faculty, DIAS  
(For full text refer: Likierman, Sir Andrew. Harvard Business Review, Jan/Feb2020, Vol. 98 Issue 1, p102-111).

**SOFT POWER AND HARD STATE: CHINA ON THE GLOBAL STAGE**

China's soft power is apparent in areas of its religion, traditional culture, universities, mandarin as lingua franca, media, tourism, sports, Chinese Diaspora and China's political/cultural presence in South East Asia and Africa. The Chinese policy makers have emphasized the peaceful nature of China's rise by offering free aid and infrastructural development to developing nations, respecting the sovereignty of others, opposition to superpower hegemony, advocacy of level playing field in interstate relations and focus on multiculturalism. China is now taking good steps for its projection of cultural power and influence beyond its borders. It is found that the movement of intense cultural and intellectual engagement between multiple actors inside and outside the country is to make others understand what China is and what the world really means to China. China insists “Harmony is most precious”. It lays stress on international cooperation while addressing the issue. The objective of this paper is to justify how China is great in the eyes of the world due to its attractive political values, cultural attractiveness and governance model. China's participation in the UN Peace keeping activities is an important arm of public diplomacy to project China as a responsible power. China applies its heart and soul to peace keeping activities with a desire to become a

responsible global player. The peaceful rise of China helps to dispel the doubts of other nations regarding its rise as a threat. The main intention of this paper is to evaluate the projection of China's soft power on the basis of its culture, political values, and foreign policies along with formidable challenges ahead.

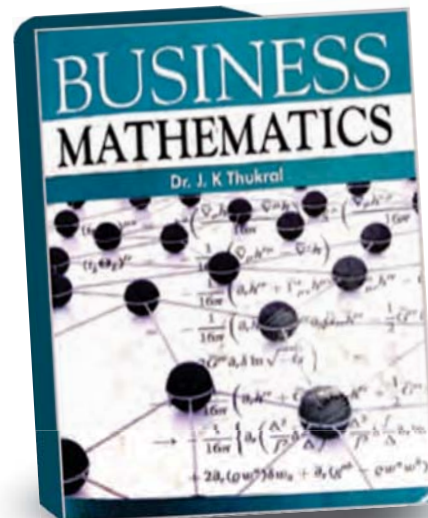
Ms. Tanuja Puri, Faculty, DIAS  
(For full text refer: Ratha, K. C. (2019). Soft Power and Hard State: China on the Global Stage. IUP Journal of International Relations, 13(4), 51-68.)

**BOOK REVIEW**

**BUSINESS MATHEMATICS**

- Book Title - BUSINESS MATHEMATICS
- Author(s) - Dr. J.K Thukral
- Publisher - Mayur Paperbacks
- Edition - Sixth Revised Edition, 2019
- Reviewed by - Anshika Goel, Assistant Professor, DIAS

This book provides the step-by-step explanation of principles, practical aspects, and importance of business mathematics. Business mathematics as a tool plays a vital role in business, economics and the financial world. Each chapter begins with the chapter objectives which state specifically what the students should be able to do upon completion of the chapter. This book helps in reducing the gap between Mathematical Theory and Practice, as far as possible.





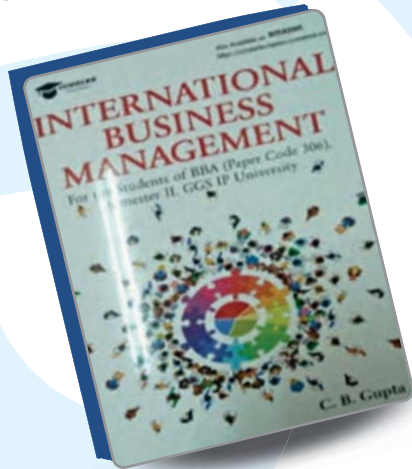


This book consists of eleven chapters in which most of the basic concepts essential for Business Mathematics have been explained in a very simple and lucid style.

Chapter one deals with Arithmetic and Geometric Progression. Chapter 2 deals with the Fundamental Principle of counting and Permutations and Combinations. Chapter 3 deals with the Principle of Mathematical Induction. Chapter 4 and chapter 5 have all the required preliminaries in Matrices & Determinants and Application of Matrices to Business and Economics. While Chapter 6 and chapter 7 deal with concept of Differentiation and Application of Differentiation in Commerce and Economics. Chapters 8 and 9 explains the concept of Partial Differentiation and Application of Partial Differentiation. Chapter 10 and 11 deal with Integration and Applications of Integration. This book is based on Business Mathematics syllabus of BBA course of GGSIP University.

This book contains self-explanatory examples for better understanding of students. Also, at the end previous year papers of GGSIPU have been given for reference. This book is highly recommended to students for better understanding of mathematical concepts.

### INTERNATIONAL BUSINESS MANAGEMENT



Book Title - INTERNATIONAL BUSINESS  
MANAGEMENT  
Author(s) - Dr. C.B. Gupta  
Publisher - MKM Publisher Pvt. Ltd  
Edition - Twelfth, 2020  
Reviewed by - Tanuja Puri, Assistant Professor, DIAS

The book on International Business Management by Dr. C.B. Gupta aims to comprehensively cover the syllabus prescribed for 'International Business Management' of BBA, Semester VI

(Guru Gobind Singh Indraprastha University). The objective of the book is to give a broad understanding of the concepts in international business.

The book is divided into 20 chapters broadly comprising of the overview and financial perspectives of international business, international monetary systems, globalization, international business theories, trade barriers tariff and non-tariff barriers, international competitive advantage, strategy making, global economic crisis, managing diversity, socio cultural environment and global human resource management.

The subject matter has been presented in a reader-friendly manner and each chapter is organized in a similar format. Wherever necessary, tables & diagrammatic representation of the important concepts have been used for better understanding of the students. Key terms and definitions are clearly defined in a concise manner. At the beginning of each chapter, learning objectives are given and at the end of each chapter 'summary' is given to conceptualize the chapter in a quick manner. Good test questions are given at the end of each chapter for practice.

Overall the book is precise, to the point, apt and recommended to the students who want to have a fundamental knowledge of the subject 'International Business Management'.

### MARKETING MANAGEMENT



Book Title : Marketing Management  
Author(s) : Ramaswamy Namakumari  
Publisher : Sage  
Edition : Sixth Edition

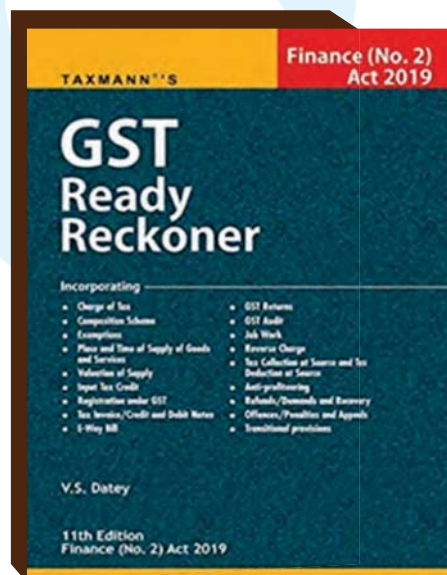


Reviewed by : Dr. Divya Mohan  
Assistant Professor, DIAS

Marketing Management by Ramaswamy Namakumari is well established book in the field. This book made its first appearance 35 years ago in 1983 the need for an India specific book for teaching marketing to students of India had not been recognised those days. The book fills gap between the other Text Books and the latest Research work in the area. The book is blend of concepts with their applicability and is Comprehensive and has been written to facilitate Working Professionals too. It is crisp and well written and explained book. There are appropriate examples along with concepts throughout the text. There are conceptual questions at the end of each chapter and exercise problems covering the entire text are given.

In the conceptual coverage: Part 1 of book covers topic Understanding marketing as a value delivering task. Part 2 tells about Developing Marketing Strategies and Plans. Part 3 of the book covers three different chapters explaining in detail the selection of target markets. Part 4 of the book discusses about Creating Customer Value and how to manage the Product. It also gives a brief of Marketing of Services. Part 5 of the book elucidates the Distribution Management and Retail Marketing. Part 6 and 7 of the book gives an insight to Integrated Marketing Communication and Capturing Customer Value. It discusses the major P that is "Pricing" in detail. Part 8 and 9 of the book includes topics related to Marketing Research and Demand Forecasting and in the end the book covers special trending fields in Indian Marketing which are Rural Marketing, Social Marketing etc.

## GOODS AND SERVICE TAX



Book Title : GST Ready Reckoner  
Author(s) : V. S. Datey  
Publisher : Taxmann's Publication  
Edition : Eleventh Edition, 2019  
Reviewed by : Jyoti Tandon, Assistant Professor, DIAS

This book is a complete guide on GST law. It covers all important topics of GST along with relevant case laws, notifications, circulars, etc. The present publication is the 11th edition incorporating all the amendments made up to February 1, 2019. GST Ready Reckoner provides the students with thorough grounding in respect of all important provisions including following: GST valuation rules, input tax credit (ITC), concept of reverse charge, GST taxability on real estate related services, offences and penalties under GST, appeals and revision in GST incorporating: charge of tax, composition Scheme, exemptions, place and time of supply of Goods and Services, valuation of supply, input tax credit, registration under GST tax, Invoice/Credit and Debit notes, e-way Bill, GST returns, GST Audit, job work, reverse charge tax collection at source and Tax deduction at source, anti-profiteering refunds/demands and recovery offences/penalties and appeals transitional provisions. The subject matter has been presented in a student-friendly, simple and intelligible manner. Every discussion involving conceptual complexity is immediately illustrated by a numerical example.

In addition, the book contains a liberal sprinkling of charts and diagrams so as to make the subject easily understandable and highlight its finer points. The approach of the book is examination oriented. Thus, a good number of problems and solutions have been included in its chapters. Theoretical and numerical questions have been mostly selected from various examinations.

The book deals exhaustively with the course-content requirements of students preparing for B.com (Programme), B.Com (Hons), BBA, MBA and professional examinations conducted by different institutions including the Institute of Chartered Accountants of India (ICAI), the Institute of Company Secretaries of India (ICSI), the Institute of Cost & Works Accountants of India (ICWAI) and various banking institutions.

The Eleventh Revised Edition has certain additional features besides maintaining the positive features of the seventh edition, viz., simplicity of style, exhaustive text with plenty of illustrations as well as questions and problems for self-study.

All in all, the Eighth Revised Edition of the book is highly recommended due to simplicity of content and vast coverage of Cost Accounting concepts.



## STUDENTS' SECTION

### AN ANALYSIS OF SLOWDOWN OF INDIAN AUTOMOBILE INDUSTRY

Ms. Jyoti Tandon, Assistant Professor, DIAS

Automobile Industry is probably the biggest market on the planet. These days, vehicles have become the need for everybody. There is a major scope for growth and expansion of automobile sector in India, however these days Indian car industry is confronting a major issue, i.e., slowdown. The fundamental motivation behind this article is to shed light about the downward trend experienced in the auto sector and the reasons for the slowdown in vehicle industry. It examines the changing situation of vehicle industry that impact the buying behaviour of buyers.

#### DATA ANALYSIS OF SALES FIGURES

The year 2019 was one of the worst years for the automobile industry with falling sales and piling inventory.

There is no help for the auto sector in India as SIAM (Society of Indian Automobile Manufacturers) information for the period of October show that traveller vehicle deals plunged by 23.69 percent. The business vehicle deals were somewhere around 62.11 percent in September.

This implies the droop in vehicular deal has proceeded in the eleventh consecutive month when the nation's auto division is confronting one of the most exceedingly terrible slides in demand in decades.

As per SIAM information, passenger vehicle deals dropped to 2, 23, 317 units in October from 2, 92,660 per year back while passenger vehicle deals dropped by 33.4 percent to 131,281 units contrasted with a similar period in 2018.

Low interest lately has prompted a drastic decline in the automobile sector of the nation which is the fourth biggest on the planet. A massively high rate of unemployment is dreaded in India's car industry, which utilizes more than 3.5 crore individuals legitimately and by implication. The auto segment represents about half of complete assembling yield of Indian economy.

To handle the emergency, a few auto organizations have depended on pronouncing non-working days. This incorporates auto majors, for example, Maruti Suzuki, Tata Motors and Ashok Leyland. A non-working day like constrained leave without pay. This is being done to lessen creation of vehicles in the processing plants.

The SIAM information show that the absolute passenger vehicle creation declined by more than 18 percent to 2, 79,644 units in October contrasted with the figure of 3, 41,539 units in October a year ago.

The bike section additionally recorded a two-digit decrease underway and home-grown deal in October. On year-on-year premise, the bike deals in September declined by 16.60 percent while bike deals fell by 23.29 percent. Their creation declined by around 16 and 19 percent Y-O-Y separately.

#### REASONS OF DOWNFALL IN INDIAN AUTOMOBILE INDUSTRY VEHICLE DEMAND

As we have seen through above investigation, the Indian car industry is confronting major decline in deals. Pieces of the overall industry of India's top car organizations have fallen 10% to 16% in the course of recent months following feeble vehicle request, and examiners anticipate that the pattern should proceed for some additional time.

#### HIGH FUEL PRICES

India's vehicle market, which has seen investments from overall organizations seeing for development in creating markets, has disappeared a portion of its sparkle as high fuel costs and expanding loan fees just as stresses of employment misfortunes in an easing back economy have fended clients off. The powerless economy has likewise harmed interest for business vehicles. In current occasions, the costs of fuel have been rising unexpectedly, making it trying for a great deal of purchasers to support the utilization of a car vehicle. It is an established fact that a high extent of the Indian purchasers belong to the lower and working class. These clients are consistently on the looking for substitutes for energizes, which has brought about the ascent for CNG and LPG vehicles.

#### MOTOR FINANCE

Since most Indians purchase vehicles with lent out cash, high loan fees have been a main consideration harming deals. The Reserve Bank of India expanded loan costs multiple times. The Indian passenger car vehicle industry, which is before the hardest occasions, saw three back to back month of successive decrease in April to June of this money related year. While a minority of organizations attempted to pull in clients to their outlets by proposing limits to lift their deals in the most recent month of FY 2019, low monetary assessment, high loan cost, late buys and fluctuating fuel costs had their effect on all out



market request. Fuel climbs, helpless purchaser opinion hit June 2010 deals.

## USED CAR SALES

The pattern, it appears, isn't a blip or restricted to a specific market. The financial lull and the precarious fall in the estimation of the Indian rupee have deleted the partitioning line between the individuals who explored for another vehicle and those are ready to agree to an all-around kept up utilized vehicle. The deterioration of the rupee, among others, has likewise implied an expansion in input costs, prompting costs of vehicles being raised even as request was falling. Thus, without precedent for the historical backdrop of the Indian car market, the trade-in vehicle portion has seen a massive rise as against a decline in new vehicle deals in a similar period, industry specialists said.

The general downfall in the economy, liquidity crunch, the emergency in the non-banking money organizations (NBFC) segment, the expansion in third-party insurance and road tax, and the ensuing climb in the expense of procurement, vulnerability emerging out of stock liquidation before the BS-VI change and desires for a potential GST decrease were the essential explanations behind the drawn out lull this year, as indicated by specialists.

## FUTURE TRAJECTORY THAT CAN BE ADOPTED

In spite of the slowdown, SIAM feels that the most noticeable terrible period is behind the vehicle business. "Notwithstanding, it is significant that no unexpected strategy change happens that wrecks industry development. Vehicle industry requires a drawn out stable approach condition to develop economically and the legislature ought to give such an arrangement domain," he included.

SIAM anticipates that the business should begin restoring from the second quarter of the following monetary year — July 2020 — with its impacts expected to be noticeable from the second from last quarter of the year. The liquidation of BS-IV stock and the structure of new stock with BS-VI standards will give some advantage to creation and deal, said Sen.

Limits, trade offers and simpler account are procedures received by OEMs to manage easing back deals development and these functions will go a long way admirably in improving retail deals during the celebration season have stated experts. Organizations are taking a gander at union alternatives to expand effectiveness and diminish cost, he included.

"Passenger vehicle organizations have now discovered that instability will be higher in the vehicle business given the higher portion of business deals. Players have now started to know about modifying rapidly to creation changes," said Gandhi.

## Zero in on retail deals

An emphasis on retail deals, instead of the conventional technique for zeroing in on discount dispatches, is something most organizations have been embracing during the slowdown.

On the disturbances the vehicle business has been seeing this year, Hyundai's Kim said the business has been experiencing a huge change regarding new item dispatches, strategy execution, just as the section of new organizations.

New dispatches, players

"The year 2020 will observe a great deal of activity. With new players entering the market to plenty of dispatches by the vehicle organizations, including Hyundai, the market will turn out to be very serious," he said.

Shashank Srivastava, Executive Director - Marketing and Sales, Maruti Suzuki, said one of the patterns to anticipate in 2020 will be a great deal of activity on the SUV front, with numerous dispatches arranged. The SUV fragment will keep on indicating quality in 2020, as it has been doing in 2019, he said.

Hyundai Venue, MG Hector and Kia Seltos did well in spite of the log jam and these were items outfitted with the most recent powertrain, infotainment, network and security highlights, showing a move in customer inclination for cutting edge and separated contributions, said Suraj Ghosh, Principal Analyst, Powertrain and Compliance Forecasts, IHS Markit.

The significant part is to perceive how the client reacts to the expanded vehicle valuing post BS-VI, particularly in the diesel vehicle market, said Toyota Kirloskar Motor's Raja.

On the desires from the administration to help restore development, SIAM's Sen said mulling over how the cost will be going up because of the BS-VI progress; the legislature can bring the price tag of vehicles somewhere near diminishing GST rate from 28 percent to 18 percent. A motivator based vehicle scrappage plan will likewise be compelling in decreasing the expense of procurement of vehicles and making request, said Sen. SIAM has made entries to the legislature with respect to the equivalent, he said.

A solid financial catalyst is likewise required from the administration to take positive opinions back to the market, help the financial segment improve liquidity circumstance and build up clear and stable long haul approaches, said IHS Markit's Ghosh.

## CONCLUSION

It can be observed from the above examination that the interest for vehicles is likewise dependent upon different components, for example, convenience of using passenger



cars and vehicles , cost of fund, vehicle thickness, demographic segment that is being catered to passenger vehicles and the earning capability. Along these lines, there is an immense likely market for cars that is yet to be tapped through the improvements with the utilization of new innovative techniques and deployment of new technology. Clearly, this slowdown is the opening door for the advertisers for new

turns of events. They have the scope for new advancements by leading examination. Car organizations should deliver such kinds of vehicles which may give the inspiration to the clients for buying vehicles. So organizations should accept the slowdown period as an advancement time. It might prompt fulfillment of the clients furthermore and increment in the deals.

## CORPORATE

### EXECUTIVES' OPINE

#### RESKILLING HAS BECOME A NECESSITY FOR COMPANIES TO EXPAND



**SUMIT SABHARWAL**

#### DIRECTOR OF HR AT FUJITSU CONSULTING INDIA

Workplaces and the rules of recruiting are changing at a fast pace. Up-skilling and re-skilling mean that companies retain their workforce to function in a changing work environment. With the advancement in technology, more and more jobs will be automated, skill requirements will change, and the available talent pool will not have all the skills that are required to perform the work. The problem is that the skills that the existing employees have, do not match with the requirements of the organizations. Managers generally want fully skilled employees. Reskilling has become a necessity for companies to expand, many of whom have seen roles go unfulfilled for months or years because they lack the right talent to fill them. It is becoming increasingly apparent that companies cannot rely solely on recruiting to find people for those positions in today's competitive talent market.

Organizations need to invest strategically in talent and retain all the best candidates and build a strong culture of work without fear of them leaving the company. In the evolving

markets, improving the performance of the team team is imperative as the business landscape becomes increasingly competitive. The creation and training of workers is no longer an additional benefit reserved for the C-suite, it is necessary for the growth of the organization. A detailed reward program and adoption of learning culture at a leadership level made a huge difference. Coupled with 'Learning Sprints', 'Learning Events' and 'Teach-back' programs, L&D started a sustainable program to build future-ready workforce at Fujitsu in India.

The vision of the Human Resource function is to enable the business to deliver outstanding performance & results by empowering leaders, managers and employees to achieve their individual and collective potential. With the advent of technology, organizations are rewriting the way HR functions. Right from attracting talent, developing and retaining them, to analyzing the performance of the employees, organizations have slowly started to shift their focus from the traditional approach to adopting the tech method. We at Fujitsu firmly believe in integrating technology with HR and we have designed some tools that encompasses aspects right from the time a candidate engages with Fujitsu and further enhances throughout his/her tenure with us.

- **Yokoso:** The tool is designed to give a sneak peek about the life at Fujitsu. This gamified tool starts with a message from the HR Head and at every stage; there are certain exciting quiz & levels, which keeps the candidate hooked to the platform.
- **Amber:** 'Amber' is our foremost virtual employee at Fujitsu Consulting India, who is uniquely abled with the power of Artificial Intelligence (AI). It connects with our employees at regular intervals.
- **HR Chatbot:** Chatbot converses with employees for immediate assistance on different HR topics. This bot helps to improve the overall efficiency of the HR function.



## CATERING TO THE ASPIRATIONS OF THE MILLENNIAL WORKFORCE



**SONICA MALHOTRA**

### JOINT MANAGING DIRECTOR, MBD GROUP

The hospitality industry has been witnessing substantial growth over the past few years owing to rapid advancement in technology, increasing disposable income and evolving consumer behavior.

Interestingly, the millennial generation (defined by age as being born between 1980 & 2000) has been driving the industry and urging the hotels across the globe to adopt newer ways and outlook to engage with the guests.

As a result, the hotels are prompted on refocusing their business strategies to tap this increasingly evolving and digital-savvy generation and deliver a wow experience to this new generation of travelers. According to research reports, the millennial travelers already make up for over one-third of the world's hotel guests and are expected to reach over 50 per cent by 2020.

Therefore, in order to attract and retain customers, offering bespoke experiences to the guests will be of primary importance.

And, as the hospitality industry gears up for the biggest disruption in decades, key attributes like design, experience, mobile and perceived value are imperative for attracting the millennial traveller.

Today's millennials are techsavvy and have continuous access to unlimited information on the Internet. They are always looking for something better, cheaper & faster and travel to

gain experience and knowledge. This generation relies greatly on social media for their informational needs and reviews matter tremendously to them before they make most of their buying decisions – which includes their travel and stay choices. Hence, it is important for hotels to leverage social media platforms to stay connected with these customers and keep them informed about their latest offers and let them know what's happening in the hotel. Also, an impressive and inclusive site of the hotel makes it convenient for them to share it amongst their friends for seeking suggestions or making recommendations.

Millennials prefer contemporary dwelling spaces and demand smart technologies and access to information at all times.

Therefore, hotels are now focusing more on creating spaces that are equipped with smart technologies and provide 24/7 connectivity. Millennials are more environment conscious in general and prefer eco-friendly and sustainable stays. Millennials are increasingly looking for meaningful experiences while they travel. To cater to this need, hotels are gathering guest data and analyzing it to offer guests customized experiences that will increase customer loyalty.

Seamless experience is the quintessential requirement that a contemporary millennial traveller seek and crave for the convenience of constant connectivity. The millennials also prefer to travel to offbeat destinations and are not limited to planning holidays to conventional tourist spots. Today, it is all about paying attention to the smallest of details and bespoke personalization and curation play a major role in fulfilling the expectation of the Millennials. The dynamics of luxury travel is changing and millennials want better value and premium services and budget constraints don't seem to play a major role in the hotel choices.

Customer satisfaction is an imperative thing which drives the hospitality industry. The millennial traveler looks for not just quality but exceptional, personalized service and demands it on the spot. Millennials want and seek out international standards of excellence in the hotel of their choice. Millennials are also getting more health-conscious nowadays. And, in order to cater to this demand, hotels are giving various options such as well equipped fitness centers, pools and spas, air purification, yoga spaces, in-room exercise equipments and vegetable-centric cuisines.

The youth makes up approximately 70% of the population and hospitality industry has shown great alacrity to capture the loyalty of this new tribe of millennial guests and are already reaping its benefits with an upswing in their business. Therefore, it will be imperative for the hotel industry to continue innovating and keep pace with the customers' changing lifestyles and define their strategies based on the demographic groups and personality traits.



## Feedback

### From Employers

Something I really appreciate about Nishita Sharma is her aptitude for problem solving in a proactive way.

**Snigdha Zakharia**, Manager, S&P Global

Divyang Bansal is a very hard-working candidate who takes challenges and is a quick learner. The knowledge and experience she has gained from DIAS are worth appreciating.

**Vinay Sharma**, Agency Manager, Squareyard

Mansi Kala is rated highest on quality of work, productivity, her technical skills, adaptability skills and her capability to work in a team.

**Ankita Das**, Project Manager, Urbanclap

Nishtha Pathella has the ability to be a team player. She is a hard-working employee and has attention to detail.

**Tejas Hamirwasja**, Assistant Manager, Lido learning  
We appreciate the strong willingness and dedication

showcased by Vivek Goyal towards the work allocated to him in the organization. It is reflected in his work which is worthy of appreciation and admiration.

**Vinay Sharma**, Agency Manager, Squareyard

Bhumika Aggarwal is a good team player. It's been a pleasure working with her. I really appreciate her dedication towards doing her work with accuracy. She always clears her doubts and lets others know about the status of her work.

**Mr. Sagar**, Senior Manager, Pac McMillan

We appreciate all the hard work, creativity and energy put into by Akash Arora. He has good ability to relate theoretical learning to practical training. He has dedicatedly worked towards the assignments assigned to him.

**Sagar Tanwar**, Senior Business Associate,  
Simon Chester

## Alumni

### Speaks

I would like to state with immense pleasure that DIAS is an ideal institute for every breed of student irrespective of the background they come from.

Teachers at DIAS are always there for their students and have made provisions for many cells like STF, SIIF, EDP, etc. have also constituted various entertainment and socially active societies like VRINDA- Ek aqaz, Kartavya, blood donation camp etc.

DIAS has a full-fledged library with books of all specialisation and magazines concerned with each specialisation.

**RICHA AGGARWAL**  
**MBA (2017-19)**

The college experience is one that holds many pleasant memories for me. I started my journey with all my hopes high to exceed their professional skill. The first thing that hit me was the workload. It was definitely much heavier and intense than what I was used to in my graduation.

But all this helped me sharpen my skills and knowledge. So, it was a great experience and I am very grateful to all the teachers of DIAS who have helped me in experiencing different morals of life.

**SHIVANI GUPTA**  
**MBA (2017-19)**

The 2 years in DIAS have been filled with fun and frolic. I got so much from DIAS which I never expected when I first came.

I will first start with my batchmates, who were all unique in their own way. Some friends become so good that I could not imagine one moment without them. The next part is food. Every other day, we bring delicious food in class and we used to eat it even in between the lectures. The teachers were so friendly, and we could be able to discuss every other thing with them.

Overall, the atmosphere was always filled with a lot of energy and enthusiasm not only that, but I got a chance to explore my talent in the fest. I had the time of my life when I got a chance to sing in front of an audience and my friends cheered for me.

To sum up, I would say that DIAS has given me a lot and I would cherish the moments I spent in these wonderful institutions.

**ANKIT SINGH**  
**MBA (2017-19)**



DIAS is a wholesome institute to be with. DIAS has its stand in every field right from the academics to the extracurricular activities.

DIAS have also integrated many cells for student welfare life SIIF (Student Industrial Interface Forum), EDP (Entrepreneurship Development Program), Vrinda- Ek Agaaz, Kartavya, STF (Student Technology Forum) and many more to come.

It is a matter of pride for me to be a student at DIAS and I would always look forward for association in future with DIAS.

**TARUN BERI**  
MBA (2017-2019)

## PARENTS FEEDBACK

DIAS is well-known for its academic pursuits. The institute also encourages the students to choose from among a pool of co-curricular activities. Teachers are really experienced so learning is effective. My son had a good atmosphere to learn and absorb new skills and inculcate good qualities.

**Shri Rajneesh Kumar Gupta**  
Father of Samgra Gupta  
BBA (2018-2021)

The Institute is excellent on all the various parameters such as Infrastructure, placements, quality of teaching, career guidance by SIIF, discipline maintained by the Institute etc. The technical knowledge and skills which were acquired by my child while her stint in the institute were excellent and have helped her till date.

**Shalini**  
Mother of Palak Maini  
MBA (2016-2018)

The Institute has given my ward an edge in the Industry. There has been support from faculty in building her image and knowledge. DIAS has got many societies ensuring complete and holistic development of the students. The infrastructure is really good. The classrooms are centrally air conditioned which provides respite in scorching heat of Delhi. The library

is awesome, lawns are lush and plush and students have a photocopier and the canteen in the campus itself. Every teacher at the institute strives to make students achieve excellence. It is a matter of pride for me to have sent my daughter to be a student of DIAS and I would always look forward for association in future with DIAS.

**Mr. Sajan Goel**  
Father of Manvi Goel  
B.com(H)-(2017-20 Batch)

The Institute has given my ward an edge in the Industry. There has been support from faculty in building her image and knowledge. DIAS has got many societies ensuring complete and holistic development of the students. The infrastructure is really good. The classrooms are centrally air conditioned which provides respite in scorching heat of Delhi. The library is awesome, lawns are lush and plush and students have a photocopier and the canteen in the campus itself. Every teacher at the institute strives to make students achieve excellence. It is a matter of pride for me to have sent my daughter to be a student of DIAS and I would always look forward for association in future with DIAS.

**Mr. Haribans Singh**  
Father of Ankit Singh  
(MBA 2017-2019)

## Readers Views

DIAS Times, the annual magazine of Delhi Institute of Advanced Studies has her head held high for the past several decades and then some fearlessly catching the hidden symphony of prose and poetry in all its glorious flair even when management seems too much of a cynic to embrace the art of creative expression. DIAS Times has never failed to etch

in ink the year that this premier institute of management has colourfully added to its cap with pride and pleasure.

**Ms. Pawni Gupta**  
HR Account Lead  
Wipro Ltd





DIAS Times captures the perfect picture of the college through its coverage of the diverse themes that run across the sections and threading them together under an umbrella that sings through every edition its profound melody.

**Ms. Neha Singhal**  
Senior Research Analyst  
Moody's Analytical Knowledge Survive

It was an absolute privilege to be able to read some really extraordinary and profound work of the college. I hope the magazine continues to evolve as a creative and vibrant space to discover new developments in the field of management and technology.

**Ms. Aakriti Gupta**  
Alumni, DIAS (BBA 2016-2019 Batch)

## The Men

### In News



#### ABHIJIT BANERJEE

***“When learning is purposeful, creativity blossoms. When creativity blossoms, thinking emanates. When thinking emanates, knowledge is fully lit. When knowledge is lit, economy flourishes.”***

**- APJ Abdul Kalam**

India's Pride Late. Sh. APJ Abdul Kalam has explained the flourishing of economy in such a simple manner and his statements ring true when economist Abhijit Banerjee worked, researched and presented his work on new methods to alleviate global poverty.

Banerjee, who is an Indian-American economist is currently working as Professor of Economics at Massachusetts Institute of Technology, Cambridge, USA. He has completed his Masters in Economics at JNU, Delhi, India and obtained his Ph. D Degree from Harvard University, USA with his subject of Doctoral Thesis on “Essays in Information Economics”.

Banerjee's focus of interest is on developing economics and he has worked on measuring the effectiveness of plans made by

government to enhance lives of ones citizens. He and his co-workers have found that the development programs where extra incentives such as monetary or physical are provided, success rate is always high. He along with his wife Esther Duflo proposed field experiments as an important methodology to discover causal relationships in economics.

He has received the Bernhard-Harms-Prize from the Kiel Institute for the World Economy in 2014, honored with the Infosys prize in the category of Social Sciences (Economics), and shared the Gerald Loeb Award, for mention of Business Book “Poor Economics” with his wife and co-author Esther Duflo. This book got the title of Goldman's Sash Business Book of the Year.

Banerjee has number of publications to his credit with Economics holding the centre stage so it did not come as a surprise when he and his team, consisting of Esther Duflo and Michael Kremer shared the 2019 Nobel Memorial Prize in Economic Sciences. He has also been awarded the Doctor of Letters (*Honoris Causa*) by the University of Calcutta. We hope that this economist keeps updating the world with his knowledge.



#### BAJRANG PUNIA



"Haarne ki parwah karte toh jeetna chodd dete" - Bajrang

It is truly said that a person can only lose to himself and that is why Bajrang has no fear of losing. He knows that he needs to believe in himself and as well in the best wishes of 125 crore Indians. Bajrang is the young role model for all the children & youngsters who aspire to pursue wrestling. It is a humble nature that makes him more reachable to any young talent trying to get into the wrestling. Although Bajrang has not faced many failures in the past, he believes that the scope for improvement stays forever in life.

Bajrang Punia, born on 26 Feb 1994, is a freestyle wrestler from India. He brought laurels to India by registering a terrific 6-2 win to grab the gold medal over Seungchul Lee of Korea in men's 65kg freestyle in Asian Wrestling Championship. Bajrang Punia is among the lead runners of the next generation of Indian wrestling. He had also qualified for 2018 Commonwealth games. He had stated in an interview, "My goal is to win medals in Commonwealth and Asian Games. We're all fighting for that. We have to be on our toes or risk falling behind the pecking order."

"I refuse to rest till I am done," writes Bajrang Punia, in a Frostian moment, in one of his Facebook posts. "God creates everyone equal but it's upon us to create different attitudes."

It's this attitude that sets Punia apart from the many champion wrestlers — including World and Olympic medallists — the country has produced over the last 15 years.

Punia, the only Indian wrestler to claim two World Championships medals, stands out not just for his performances on the mat. He is unique for his whole-hearted devotion to wrestling and for being true to himself.

Two people — his personal coach Emzarios 'Shako' Bentinaidis and mentor Yogeshwar Dutt — describe Punia best.

"He is a true sportsman, only living for the sport," says Bentinaidis, the Greek-born Georgian associated with Punia for a year now. "He has no interest in making money or

touring abroad, [going] to places like New York or London. His only focus is training and competition."

Dutt, a London Olympics bronze medallist, observes, "Since childhood, when he was about 13-14 years of age, Bajrang has been dedicated to wrestling. His keenness to learn and improve and his hunger for success have always pushed him to seek excellence."

Armed with such virtues, Punia has set his sights on his Mission 2020: the Tokyo Olympics. For the last two years, his journey has been surreal. He not only has won medals consistently at several top-level events but also has maintained supreme fitness despite the gruelling schedule.

One can find several instances of elite wrestlers being selective about competitions and juggling weight classes to protect themselves from injuries, preserve their energy for the big events and secure 'easy' medals.

In contrast, Punia has been one of the busiest wrestlers over the last two years, competing and winning medals.

Punia has earned several firsts as an Indian — the first to be ranked World No. 1, the first to compete in the prestigious German League and the first to be invited to wrestle at Madison Square Garden, the famous New York arena.

Religious, disciplined and respectful, Punia has developed the attitude of a champion. He accepts every achievement without getting carried away and without letting it disturb his ultimate ambition of winning an Olympic medal.

"Every honour motivates me. If I am No. 1 in the world, then I should be able to beat everyone and emerge as the champion," he says with conviction, but without a trace of haughtiness. Punia does not hesitate to say he needs to improve and is open-minded about acquiring as many tricks as possible before Mission 2020 in Tokyo.

With a little fortune in the Land of the Rising Sun, Punia could add a glorious, unique story to India's rich wrestling legacy. Knowing him, he's unlikely to rest until then.

Ms. Rita Sharma  
Accounts Assistant, DIAS



## Recent

## Notifications

### BANKING

#### HISTORY BEHIND, DAS-LED RBI CHARTS NEW TRAILS SANS ACRIMONY

When the Narendra Modi government, stumped by the sudden resignation of Urjit Patel, parachuted retired bureaucrat Shaktikanta Das to RBI in December 2018, many expected a great lull in the public acrimony that marred the days of his academically more illustrious predecessors Patel and Raghuram Rajan.

And 'the history graduate', as Das was parodied in his initial days, did not disappoint as the 25th governor of the central bank. He completed one year at the helm on December 12, 2019.

But challenges are galore for the nation's chief money man as Das' record-setting rate cuts did not alleviate credit crisis, especially in the shadow banking space, and now turmoil in the cooperative banks sector due to the PMC scam.

Also, falling growth and spiralling inflation are the other critical challenges facing the Reserve Bank of India (RBI) in the New Year.

So far, this fiscal, bank credit has grown just 7.8 per cent, against 13.6 per cent a year ago and might plunge to a 58-year low of 6.5-7 per cent by March, if the latest projections are anything to go by.

It was in fiscal 1962 when credit demand was lower than this on record. At that time, it stood at 5.4 per cent.

### INSURANCE

#### INDIA: FDI IN INSURANCE INTERMEDIARIES - AN UPDATE

Insurance Regulatory and Development Authority (IRDAI) notified the Indian Insurance Companies (Foreign Investment) Amendment Rules 2019 (Amendment Rules), effectively increasing the limit on FDI in insurance intermediaries to 100%.

Pursuant to the Amendment Rules 2019, the IRDAI has now notified:

- (i) The IRDAI (Insurance Intermediaries) (Amendment) Regulations 2019 (Amendment Regulations); and
- (ii) Circular on "Withdrawal of Indian owned and controlled condition for insurance intermediaries" of 19 November 2019 (IOC Circular).

### AMENDMENT REGULATIONS - KEY HIGHLIGHTS

The Amendment Regulations amend the following regulations governing insurance intermediaries:

- a) RDAI (Insurance Brokers) Regulations 2018;
- b) IRDAI (Insurance Web Aggregators) Regulations 2017;
- c) IRDAI (Registration of Insurance Marketing Firm) Regulations 2015;
- d) IRDAI (Registration of Corporate Agents) Regulations 2015;
- e) IRDAI (Insurance Surveyors and Loss Assessors) Regulations 2015;
- f) IRDAI (Third Party Administrators – Health Services) Regulations 2016.

In addition to the conditions stipulated under the Amendment Rules, the Amendment Regulations have introduced certain additional conditions which are required to be complied by an insurance intermediary where the majority stake is held by foreign investors. The additional conditions introduced pursuant to the Amendment Regulations are set out below:

- a) No payments will be made to any related parties of the insurance intermediary beyond 10% of the total expenses of the insurance intermediary in any financial year;
- b) Majority of the key management persons and directors on the board of such insurance intermediary are required to be resident Indian citizens.

Insurance intermediaries having majority shareholding of foreign investors are required to submit an undertaking to the IRDAI, stipulating compliance with the above conditions, per the prescribed format. The Amendment Regulations also omit the requirement of Indian Owned and Controlled which was stipulated under the IRDAI (Insurance Brokers) Regulations 2018 and the IRDAI (Insurance Web Aggregators) Regulations 2017.

### LAW RECENT NEWS

#### CODE ON SOCIAL SECURITY

The Code on Social Security, 2019 was introduced in Lok Sabha by the Minister of State for Labour and Employment, Mr. Santosh Kumar Gangwar, on December 11, 2019. It replaces nine laws related to social security, including the Employees' Provident Fund Act, 1952, the Maternity Benefit Act, 1961, and the Unorganised Workers' Social Security Act,



2008. Social security refers to measures to ensure access to health care and provision of income security to workers.

Social security schemes: Under the Code, the central government may notify various social security schemes for the benefit of workers. These include an Employees' Provident Fund (EPF) Scheme, an Employees' Pension Scheme (EPS), and an Employees' Deposit Linked Insurance (EDLI) Scheme. These may provide for a provident fund, a pension fund, and an insurance scheme, respectively. The government may also notify: (i) an Employees' State Insurance (ESI) Scheme to provide sickness, maternity, and other benefits, (ii) gratuity to workers on completing five years of employment (or lesser than five years in certain cases such as death), (iii) maternity benefits to women employees, (iv) cess for welfare of building and construction workers, and (v) compensation to employees and their dependants in the case of occupational injury or disease.

In addition, the central or state government may notify specific schemes for gig workers, platform workers, and unorganised workers to provide various benefits, such as life and disability cover. Gig workers refer to workers outside of the traditional employer-employee relationship (e.g., freelancers). Platform workers are workers who access other organisations or individuals using online platforms and earn money by providing them with specific services. Unorganised workers include home-based and self-employed workers.

## MAINTENANCE AND WELFARE OF PARENTS AND SENIOR CITIZENS (AMENDMENT) BILL, 2019

The Maintenance and Welfare of Parents and Senior Citizens (Amendment) Bill, 2019 was introduced in Lok Sabha by the Minister of Social Justice and Empowerment, Mr. Thawarchand Gehlot, on December 11, 2019. The Bill amends the Maintenance and Welfare of Parents and Senior Citizens Act, 2007. Key features of the Bill include:

**Definitions:** In the Act, the term child refers to children and grandchildren, excluding minors. The Bill adds the following to the definition: step-children, adoptive children, children-in-laws, and the legal guardian of minor children. Further, the Act defines a relative as the legal heir of a childless senior citizen, excluding minors, who possess or would inherit his property after death. The Bill amends this to include minors represented by their legal guardians. The Act defines parents to include biological, adoptive, and step parents. The Bill expands the definition of parents to include parent-in-laws, and grandparents.

Under the Act, maintenance is defined as the provision of food, clothing, residence, medical attendance and treatment. Welfare is defined to include the provision of food,

healthcare, and other amenities necessary for senior citizens. The Bill expands the definition of: (i) maintenance to include the provision of healthcare, safety, and security for parents and senior citizens to lead a life of dignity, (ii) welfare to include the provision of housing, clothing, safety, and other amenities necessary for the physical and mental well-being of a senior citizen or parent.

**Maintenance orders:** Under the Act, state governments constitute maintenance Tribunals to decide on the maintenance payable to senior citizens and parents. These Tribunals may direct children and relatives to pay a monthly maintenance fee of up to Rs 10,000 to parents and senior citizens. The Bill removes the upper limit on the maintenance fee. The Tribunals may take the following into consideration while deciding the maintenance amount: (i) the standard of living and earnings of the parent or senior citizen, and (ii) the earnings of the children. The Act requires children and relatives to deposit the maintenance amount with the relevant parent or senior citizen within 30 days of being ordered to do so. The Bill reduces the number of days to 15.

**Appeals:** The Act provides for senior citizens or parents to appeal the decisions of the maintenance Tribunal. The Bill allows children and relatives also to appeal decisions of the Tribunal.

**Offences and penalties:** Under the Act, abandonment of a senior citizen or parent is punishable with imprisonment of up to three months, or a fine of up to Rs 5,000, or both. The Bill increases the penalty to imprisonment between three and six months, or fine of up to Rs 10,000, or both. The Bill also provides that if the children or relatives fail to comply with the maintenance order, the Tribunal may issue a warrant to levy the due amount. Failure to pay such fine may lead to imprisonment of up to one month, or until the payment is made, whichever is earlier.

**Maintenance officer:** The Act provides for a maintenance officer to represent a parent during proceedings of the Tribunal. The Bill requires maintenance officers to: (i) ensure compliance with orders on maintenance payments, and (ii) act as a liaison for parents or senior citizens.

**Establishment of care-homes:** Under the Act, state governments may set up old age homes. The Bill removes this and provides for senior citizen care homes which may be set up by government or private organisations. These homes must be registered with a registration authority set up by the state government. The central government will prescribe minimum standards for these homes, such as food, infrastructure, and medical facilities.

**Healthcare:** The Act provides for certain facilities (such as separate queues, beds, and facilities for geriatric patients) for senior citizens in government hospitals. The Bill require all



hospitals, including private organisations, to provide these facilities for senior citizens. Further, homecare facilities will be provided for senior citizens with disabilities.

**Protection and welfare measures:** The Bill requires every police station to have at least one officer, not below the rank of Assistant Sub-Inspector, to deal with issues related to parents and senior citizens. State governments must constitute a special police unit for senior citizens in every district. The unit will be headed by a police officer not below the rank of Deputy Superintendent of Police.

### ARTICLE 370

Article 370 of the Indian constitution gave special status to Jammu and Kashmir, a region located in the northern part of Indian subcontinent which was administered by India as a state from 1954 to 31 October 2019 and a part of the larger region of Kashmir which has been the subject of dispute between India, Pakistan and China since 1947, conferring it with the power to have a separate constitution, a state flag and autonomy over the internal administration of the state.

The article was drafted in Part XXI of the Constitution titled "Temporary, Transitional and Special Provisions". The Constituent Assembly of Jammu and Kashmir, after its establishment, was empowered to recommend the articles of the Indian constitution that should be applied to the state or to abrogate the Article 370 altogether. After consultation with the state's Constituent Assembly, the 1954 Presidential Order was issued, specifying the articles of the Indian constitution that applied to the state. Since the Constituent Assembly dissolved itself without recommending the abrogation of Article 370, the article was deemed to have become a permanent feature of the Indian Constitution.

This article, along with Article 35A, defined that the Jammu and Kashmir state's residents live under a separate set of laws, including those related to citizenship, ownership of property, and fundamental rights, as compared to residents of other Indian states. As a result of this provision, Indian citizens from other states could not purchase land or property in Jammu & Kashmir.

On 5 August 2019, the Government of India issued a constitutional order superseding the 1954 order, and making all the provisions of the Indian constitution applicable to Jammu and Kashmir based on the resolution passed in both houses of India's parliament with 2/3 majority. Following the resolutions passed in both houses of the parliament, he issued a further order on 6 August declaring all the clauses of Article 370 except clause 1 to be inoperative.

In addition, the Jammu and Kashmir Reorganisation Act was passed by the parliament, enacting the division of the state of Jammu and Kashmir into two union territories to be called Union Territory of Jammu and Kashmir and Union Territory

of Ladakh. The reorganisation took place on 31 October 2019.

### CITIZENSHIP AMENDMENT BILL

The Citizenship (Amendment) Act, 2019 was passed by the Parliament of India on 11 December 2019. It amended the Citizenship Act, 1955 by providing a path to Indian citizenship for illegal migrants of Hindu, Sikh, Buddhist, Jain, Parsi, and Christian religious minorities, who had fled persecution from Pakistan, Bangladesh and Afghanistan before December 2014. Muslims from those countries, were not given such eligibility. The act was the first time religion had been overtly used as a criterion for citizenship under Indian law.

The Hindu nationalist Bharatiya Janata Party (BJP), which leads the Indian government, had promised in previous election manifestos to offer Indian citizenship to members of persecuted religious minorities who had migrated from neighboring countries. Under the 2019 amendment, migrants who had entered India by 31 December 2014, and had suffered "religious persecution or fear of religious persecution" in their country of origin were made eligible for citizenship.[4] The amendment also relaxed the residence requirement for naturalization of these migrants from twelve years to six. According to Intelligence Bureau records, there will be just over 30,000 immediate beneficiaries of the bill.

### TAXATION RECENT NEWS

The Government has brought in the Taxation Laws (Amendment) Ordinance 2019 to make certain amendments in the Income-tax Act 1961 and the Finance (No. 2) Act 2019.

1. In order to promote growth and investment, a new provision has been inserted in the Income-tax Act with effect from FY 2019-20 which allows any domestic company an option to pay income-tax at the rate of 22% subject to condition that they will not avail any exemption/incentive.
2. In order to attract fresh investment in manufacturing and thereby provide boost to 'Make-in-India' initiative of the Government, another new provision has been inserted in the Income-tax Act with effect from FY 2019-20 which allows any new domestic company incorporated on or after 1st October 2019 making fresh investment in manufacturing, an option to pay income-tax at the rate of 15%.
3. A company which does not opt for the concessional tax regime and avails the tax exemption/incentive shall continue to pay tax at the pre-amended rate.
4. In order to provide relief to companies which continue to avail exemptions/incentives, the rate of Minimum Alternate Tax has been reduced from existing 18.5% to 15%.



## Technology Browser

### ACCOUNTING & TAXATION

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