DRIVE

Monthly eNewsletter

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S.G.M. English Medium college of Commerce & Management

SEMCOM

VISION: *To contribute to the societal enrichment through quality education, innovation and value augmentation.*

MISSION: *To build up a competitive edge amongst the students by fostering a stimulating learning environment.*

DREAM: *To establish a unique identity in the emerging global village.*

GOALS:

- *To focus on integral development of students.*
- *To offer courses and programs in tune with changing trends in the society as a whole.*
- *To update the curriculum as per the need of the business and industry.*
- *To create unique identity in the educational world at the national as well as international level.*
- *To institutionalize quality in imparting education.*
- *To incorporate innovations on a continuous basis in the entire process of education at institutional level.*
- *To create platform for the students for exhibiting their talent and for development of their potentials.*
- *To generate stimulating learning environment for students as well as teachers.*
- *To build cutting edge amongst the students to withstand and grow in the competitive environment at the global level.*

The overall mission is reinforced by the Punch Line

"WHAT WE THINK, OTHERS DON'T".

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Editorial Board:

Dr. Waheeda Thomas	Chief Editor
Dr. Nishrin Pathan	Managing Editor
Ms. Richa Gulwani	Executive Editor
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From the Chief Editor's desk:

Digital world is a world full of ideas, opinions, learning and opportunities, where everyone is connected via digital devices or media. Internet has made all of us to stay connected irrespective of distance and time. Digital technology is fundamentally transforming the world and people can use this technology advancement in every sphere of life. Health care, education, agriculture, infrastructure, jobs, governance and entertainment are all being revolutionized. There is convergence in two senses. One is a convergence of technology where all of our gadgets are increasingly interconnected so that we are all part of a global information network. The second is the possibility of convergence of development, the chance for poor countries to leap ahead, with rates of progress that were unimaginable just a few years ago. For the fruition of digital developments skilled manpower is required.

At SEMCOM we prepare students to face the challenges of commerce and business and to excel in e-commerce, the college offers graduate degree courses - BBA- ITM (Information Technology Management), BCA and Post graduate degree program Masters in Commerce with specialization in E-business.In this issue readers are offered articles related to Innovation, New Product Development and Work Force Diversity. Ontology Representation Languages - Extensible Markup Language (XML), Data Validation in Excel – II, Green information technology (green IT). Technological developments result in increased efficiency of an organization's human resources. The article human resource accounting provides the information of total cost benefit of human assets. Mere adoption of technology does not result in increased efficiency in an organization. Unlearning and acceptance to change not only nurtures the innovative thinking but also prepares an organization for future. On the other hand it is also necessary to excel in demonstrative communication.

By:

Dr. WaheedaThomas
Principal,
SEMCOM

Guest Article

Dr. Linda S. Spedding

Reflections on International Women's Day 2017

We are all aware that there are dedicated days that have been set aside internationally through the recognition of the United Nations (UN). It has been considered that the UN's acknowledgement of key issues can raise awareness to enable change. Moreover the focus can allow the human energy to combine in various ways in a positive flow that can demonstrate the power of humanitarian effort. In seeking balance and the ability to realize our potential as a species a key factor is the empowerment of all to allow each individual to experience true health and happiness.

In the UN calendar International Women's Day took place this year on 8th March 2017. This is a day to reflect not only on the progress made for women but it is also a time to call for change. This year the universal theme is 'Be Bold for Change'. Through our international endeavors in raising awareness, educating and implementing guidance on health and life management at Adhyatmik Foundation and with the Purna Health Management System we believe that real change can occur through responsibility for self as is clear from the publications and related events and activities (www.adhyatmik.org). By empowering individuals to take responsibility for their health and offering inclusive practices and tools that refer to the whole person we believe that much more is possible for the individual as without good health so much is blocked.

Of course key to the implementation of the health management system is the commitment of women. Women are often the heart of the family or community, local, national or international. We need healthy, happy women in the world to achieve balance and in this short offering I am honored to

mention a few ways in which, by following the clear guidance of the Teachings implicit in the Purna Health Management System I have been able to integrate these values in the professional activities and research that I have become passionate about in order to enable positive change. This has included my voluntary endeavors and selfless service or, as explained in our publications, seva. For example, in India I have been involved in the need for proper sanitation for women and innovative initiatives to enable them to participate more fully in education despite the challenge of menstruation, lack of proper support to date and embarrassment and stigma that should be totally eliminated in this day and age. We are also raising awareness of the lack of healthcare understanding and appropriate healthcare treatment for women who may be suffering and be too scared to come forward and can suffer abuse as a result.

I believe that it is indeed not only our individual responsibility but also our collective responsibility to address the inequalities that currently prevent women from promoting positive generational changes and, as has been shown in micro finance and other initiatives, contributing hugely to their economies. I also believe that increasing opportunities for women is our essential response to today's global challenge and creates health, security and prosperity for families and society as a whole. Such objectives are connected through the key teaching of responsibility for self. This highlights the value of positive striving to set some example to others where and whenever this is possible. For example, over the years I have become increasingly concerned with issues of risk management and due diligence in both my advisory practice and in my writing. Just as with health preventive steps, responsible business practice is vital in today's world, in my humble opinion, as we consider the influence of reckless or irresponsible corporate behavior. In this context I advise business in the UK and abroad on issues relating to ethical business practice, corporate governance, corporate social responsibility and risk. By working with my values I feel more fulfilled - and able to manifest who I am - through my work. Meanwhile I have also worked similarly with NGOS and the not for profit sector to improve transparency and accountability. Throughout my professional life I have carried out pro bono work and assisted women, children and disadvantaged in particular.

I believe very much in the need for women's empowerment and through my experience as a practitioner - and through my activities in Women in Law International - over the last three, or so, decades I consider that the evidence in favor of more female representation on the Boards of Companies, NGOs and in public life and institutions should be applied to enable improved and balanced governance. This can enable enhanced sustainability in every way, bringing fresh perspectives and diversity of thinking and strategy. The more recent international statistics still demonstrate that while there are more female entrants in key sectors those at the top - and in positions of influence to make positive change - do show that the glass ceiling often still exists. This is true even in the face of economic argument. For instance, there has been some published evidence that companies with three or more women on their Boards have had an 83% greater return on equity than companies with the lowest representation of women. Such companies had a 73% better return on their sales and a 112% higher return on invested capital. More tangible evidence is apparently required, however, to demonstrate that the well governed company will be the more successful business. There is also now published evidence that women board members are strong participants of the Board. However, as the governance and performance debate continues, it would appear that the business case for quotas can only be persuasive if the increased monitoring associated with more women on boards can improve profitability and stock prices. The real issue is that the imperative for well governed business can lead to benefit all stakeholders.

Since the most recent global economic crisis in particular, I do find that more diversity on the boards is needed. This would enhance governance and achieve more evolved strategies. Hopefully more empathetic policies can manifest that will enhance the cause for greater female empowerment and achieve collective support. One practical way may be through the impact of more diverse non-executive directors on the Board. Moreover, statistical published evidence demonstrates that more gender-diverse boards can mean that more chief executive officers are replaced for poor stock price performance. There is not a global shortage of talented female professionals and businesswomen. Where experience is lacking, mentoring opportunities exist, such as that launched through the UKFTSE 100 Cross-Company Mentoring Programme. In general the impact of more female representation can also often mean more reliable board meeting participation and teamwork. This can be compared with

the impact of female participation on village panchayats (governing bodies) in rural India. Research has found that this can also impact the performance of male directors, particularly as women are often likely to be appointed to monitoring-related committees and audit, nominating, and corporate governance committees. On the other hand the improved transparency has not necessarily yet led to improved bottom line performance according to research and balance has yet to be achieved, as with the business case for sustainability.

As I have found in my professional life when trying to make positive change, in the case of improved environmental performance the challenge is to establish that improved environmental performance leads to improvement in general business performance. Through my work in the UK and Europe and with various Indian and US based organizations, as well as in my practical research in this area, I believe that this is how positive change can occur. Moreover, it is through these performance drivers rather than quotas that the debate can be more generally resolved in favor of more female representation. A more enlightened approach to the healthcare of the workforce, when appropriate, would have obvious benefits that supports healthy preventive and proactive options in terms of holiday time, nutritional food and exercise guidance. This can, in turn, hopefully enable more healthy and robust organisations to flourish more easily.

Through my Women in Law International initiative and experience I also believe that professionals, such as female lawyers, and their experience can add their voice effectively to make positive change - including in the whole way that economic life can be balanced by other priorities including health and happiness. I am also very concerned with the connection between traditional positive values and modern living and to keep in mind lessons learned. Most significantly I consider that the perennial values taught through the Vedic tradition have an ongoing importance that can enable positive change and uplift one as a whole. For example the understanding that we are indeed neither strictly female or male but are all able to utilize the most positive aspects of the feminine and male awareness and manifestation. Having had the privilege to edit various sanskrit origin texts in such areas as health, yoga, the environment and lifestyle I have also learned that without respect for one's health - and without taking care of all of ones needs in life proactively - one cannot realize one's real

potential. In my view, work life balance can be achieved and is indeed even more important where professional or business life is intense and demanding.

We are in a time of change worldwide. There is a need to re-think how many sectors prioritise their risks in terms of management to enable the inherent risks to be mitigated and the residual risks to allow viable opportunities to be grasped. Realizing female talent and potential can assist with achieving this objective and create a more sustainable economy globally. It is in this respect that women can demonstrate their role as global business leaders who consider the more long term impacts and value of business on society and lead the way in ethical business and professional practice. It is to be hoped that they can empathise with women worldwide to inspire the realisation of a happier, healthier world and that we can all be bold for change.

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IQAC Corner:

Research Article:

Role of Unlearning and Acceptance of the Change in Nurturing Innovative Thinking at Educational Institute

Abstract:

We are today living in the changing world, were nothing is stable. On top of that we are also fully loaded with the information which is sometimes totally irrelevant to our existing task or objective. Thus, it is very important that student at educational institute presently, should know how to unlearn unnecessary information and he should be able to embrace change at instant pace. Unlearning and acceptance to change not only nurtures the innovative thinking among the students but, it also prepares them for their future roles and responsibilities in the dynamic business situations. In the present paper we have reviewed existing literature on the unlearning and change management along with that we have surveyed some undergraduate students to know their opinion towards unlearning and acceptance to change.

Introduction:

Unlearning as a concept was introduced to an organizational behaviour audience for the first time during the discussion sessions which were held, in explaining the relationship between individual and organizational learning. After a while as an in-depth reflection towards organizational learning discussions, Hedberg proposed that the acquisition of new practices was often obstructed by the persisting knowledge of past practices. In quintessence, an old practice needs to be unlearnt, to create a space in the individual's memory for new practices which can be adhered. Thus, unlearning was formerly defined as the ability to discard obsolete knowledge. (Hedberg, 1981, p.18). After Hedberg's early definition of unlearning a number of definitions on the subject were proposed the following table outlines some key definitions on unlearning:

"…the process of reducing or eliminating preexisting knowledge or habits that would otherwise represent formidable barriers to new learning." (Newstrom,1983:36)

"Unlearning is simply the process by which firms eliminate old logics and behaviours and make room for new ones." (Prahalad&Bettis, 1986:498)

"Unlearning is a process that shows people they should no longer rely on their current beliefs and methods"(Starbuck, 1996:727)

Apart from 'unlearning' term 'relearning' has also been used by the researchers in the field of learning, although no specific definition for the same could be found. However, it is apparent that the term 'relearning' has been used in the context were something has to be forgotten or unlearnt, not just simply learning over again (Bailey, 1989; Hedberg, 1981; Markoczy, 1994; Sinkula, 2002). Thus, relearning atleast for this paper is considered to be the concept which is almost similar to unlearning.

Supporting the concept of unlearning, Klien (1989) proposed a parenthetic model of unlearning, he suggested that the old knowledge is not erased, but it is maintained for the situations where it is believed that the new gained knowledge does not apply. Therefore, it impliates that a decision is made by an individual as to what sort of behaviour is appropriate based upon the context of the situation. Further, Klien (1989) suggests that to improve, develop and grow, it is very much crucial to learn new method for selecting responses in the first occurrence and that simply replacing one discrete action/ skill with another is insufficient. In this particular case, targeting upon the change of frames of reference/mindsets/theories of action is being advocated. Although Klein (1989) believes that prime focus on unlearning is not specifically required; others have recognized that within the process of development, improvement and growth, it is very important to identify previous habits, knowledge and/or behaviour that are no longer optimal and relinquish them (Hamel &Prahalad, 1994; Nystrom & Starbuck, 1984).

Individual Change and Transition linking the same with Unlearning

In addition to models which are specifically linked to unlearning, there are also some models related to individual change and transition, which has close resemblance with the concept of unlearning. Some of these models can be found in applied management literature, literature on education and some of the models are directly adapted from clinical psychology literature and research.

In explaining the phenomena of individual change and transition, Chell (1993) used two models to explain the process through which individual's progress during change, Firstly seven step model of immobilization, minimization, depression, acceptance of reality, testing, search for meaning and internalization are highlighted (Adams, J. S., J. Hayes and B. Hopson (1976) in Chell, 1993). Secondly, the recurring process of Preparation, Encounter, Adjustment and Stabilization is also discussed (Nicholson, 1990). In these models, the steps of Acceptance of Reality (Letting Go) in the first model and of Adjustment in the second model can be seen to be closely linked to the concept of unlearning.

However, the best model on individual change management was suggested by Conner(1992) it was based on Kubler-Ross model. It suggested that change materializes in an organization in the following steps:-

i. Stability – the time before the change occurs; status quo

ii. Immobilization –the initial response to change; confusion or disorientation is likely

iii. Denial –a stage of inability or unwillingness to accept that the change will occur

iv. Anger – the stage where those encountering change express frustration, hurt and anger at the change, often manifested by emotional outbursts v. Bargaining – the stage at which the individual can no longer deny the existence of the change and therefore begins negotiating in an attempt to avoid any negative implications

vi. Depression – at this stage, the full weight of the change is felt, and individuals may feel resigned to the change.

vii. Testing – to regain a sense of control after the previous stage, the individual will then explore new ways to work within the change

viii. Acceptance – whilst the individual still may not like the change, at this stage, they have accepted its existence and aims once again for producing within this changed environment.

Thus, in nutshell, it can be summarized that two of the individual change and transition models appear to recognise that unlearning must occur before new learning can commence. These steps are termed 'letting go' and 'adjustment'.

Present problem of Unlearning among Students

"The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, relearn and unlearn." Alvin Toffler, Author of the books Future shock (1970), The Third Wave (1980), Bantam Books and Revolutionary Wealth (2006) Knopf.

As it is appropriately described in the above mentioned quotes, 21st century is the century for a person, who not only learns, but unlearns efficiently, fast and intelligently without futile and unnecessary arguments. In today's situation thus success level of a student depends upon Unlearn Quotient (UQ). Also, as this world is full of abundance, it is very much essential to understand changes in our basic, social, career and development needs, for a better life.

Thus, it very important that student should know how to unlearn and be able to embrace change at instant pace. Unlearning and acceptance to change not only nurtures the innovative thinking among the students but, it also prepares them for their future roles and responsibilities in the dynamic business situations.156

Survey of Students: to know their Unlearning and Acceptance to change Quotient

For the purpose of knowing the unlearning and acceptance to change quotient of the undergraduate students, A survey method was adopted; a structured questionnaire as framed by Prof. ShaulOreg – Resistance to change was chosen for this opinion survey. The questions were framed on a 5-point Likert scale, and there were 17 such questions asked to the students. A total of 50 questionnaires were given to the undergraduate students in engineering college at Ahmedabad, students are in age group of 20 years to 23 years. The convenience sampling was done for the selection of the students, because it was very difficult for the researchers to select the students that are representative of the entire population of students between age group of 20 years to 23 years studying in Ahmedabad. Four components for the students which were likely to be measured were:-

Routine seeking (e.g., I'll take a routine day over a day full of unexpected events any time) 5 Questions

Emotional reaction (e.g., When I am informed of a Change of plans, I tense up a bit) 4 Questions

Short-term focus (e.g., Changing plans seems like a real Hassle to me) 4 Questions

Cognitive rigidity (e.g., Once I've come to a conclusion, I'm not likely to change my mind) 4 Questions

Interpretation:

Out of total 50 students which were surveyed 70 % students are likely to prefer routine activities over unexpected events any time.

Out of total 50 students which were surveyed only 30 % of students are likely to get emotionally unstable when change is bound to happen.

Out of total 50 students which were surveyed 65% students are having short term focus.

Out of total 50 students which were surveyed 75 % students are likely to have cognitive rigidity.

Limitations of the Study and Discussions:

As the interpretations are drawn from the limited convenient sample size, the results cannot be generalized, and further research in this direction is highly recommended with adequate sample size considering various demographic factors. However, our current findings for this particular research suggest that although students are emotionally stable while facing the change, they do have short term focus along with the cognitive rigidity. They also prefer routine activities over unexpected changes. Thus to rope in change management techniques among the generation next is the present task of an educationist. By effectively roping in change management techniques among the present youth, educationist today would not only be helping these youths to unlearn the unnecessary information at the same time, they would also be honing their innovative thinking capabilities.

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Title of the Book: Quality Footprints – Sustainable Development of Higher Education Insitutions

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SEMCOM IQAC UPDATES:

Completion of University Examination:

Students of BBA, BCom, BBA-ITM and BCA have successfully appeared for their semester end university examination. The college had been an exam center for BBA courses. The college ensures conducive environment for examiners by utmost care and strict invigilation. The exam rooms have CC cameras for surveillance during exam.

M Com E-Business Internship and Examination

The students of post-graduation, MCom E-Business have been on their internship programme. They are back in mid-may and now gearing up for semester –end examination. The exam is scheduled from 25th May to 2nd June 2017.

Revamping of SEMCOM Website:

Keeping increased online queries in mind, SEMCOM revamped its website: www.semcom.ac.in making it more interactive. The website provides in-depth information on courses – UG and PG both, Diploma and certificate courses offered by the college along with general information on Vallabh Vidyanagar, faculty team, various administrative committees, IQAC, NIRF, Environment Cell, and other prominent initiative taken by college. Student corner has all the details regarding co-curricular and extra-curricular activities conducted by the college. The website also offers extended links for research activities, placement, Alumni and impressive photo gallery. Admission Link allows to download Prospectus, and admission forms students may redress their admission related queries in FAQs on admission link.

Workshop on Social Media:

SEMCOM organized Social Media Workshop for students, citizens and businessmen who are aspirant to have their web presence. In today's time it is highly requisite to have online presence, may it be Facebook, Twitter, linkedIn or YouTube. It helps expand marketing scope and create larger network which is always sought for better performance. SEMCOM Faculty members, Ms. Palak Patel and Ms.

Hiral Patel conducted this workshop which turned successful as large number of people attended and got benefited.

Admission Counselling:

Admission for BBA, BBA-ITM, BCA and BCom - undergraduate programmes have started from the month of April. 12th pass students from Commerce and/or science stream may visit the college campus to enquire about courses and admission procedure. Students and parents may enjoy the cool and friendly ambience of Room No. 103, while interacting with experienced counseling team of the college. The admission counseling not only paves guidelines for course offered by SEMCOM but also guides and motivates students to pursue their dream career in a given field. The counselors present the wide spectrum of career choice in front of students and parents, keeping latest industry and corporate demands in mind. SEMCOM is committed to contribute in nation building by providing quality education and promising overall development of a student.

For further Admission details, Please visit: www.semcom.ac.in

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Fintelligence

Infrastructure Finance

Any credit facility provided to a borrower company engaged in ; developing or operating and maintaining or developing, operating and maintaining any infrastructure facility is falling under the definition of infrastructure lending. As per RBI, definition of infrastructure would include sectors, such as, power, roads, highways, bridges, ports, airports, rail system, water supply, irrigation, sanitation and sewerage system, telecommunication, housing, industrial park or any other public facility of a similar nature as may be notified by CBDT in the Gazette from time to time. The relaxation in "group exposure" norm would be available only in respect of four sectors, viz., roads, power, telecommunication and ports.

There are two types of financing options: (a) Private sponsor participation and (b) Structured financing operations.

The participation of private sponsors in infrastructure development at progressively diminishing levels is depicted as under:

BOO = Build-Own and Operate,

BOOT = Build – Own – Operates and Transfer,

BOT = Build - Operate and Transfer,

BOLT = Build - Operate Lease and Transfer,

DBO = Develop - Build- Operate

Structured Financing Option:

This is a concept relating to Infrastructure lending. The structuring of debt and equity is a crucial aspect in funding of any infrastructure project. Generally, the project sponsor may not like other shareholders to have recourse to the assets of the project. Besides this the companies setting up infrastructure projects have only the prospect of a future earnings stream to collateralize their borrowings. A key issues while structuring appropriate financing instruments do not yield the expected returns. The structured financing options assume two forms:

Non-recourse financing: Under this option the debt instrument is secured by the cash-flows generated by the project or the collateral value of the specified assets financed by the

instrument under consideration. In case of default the debt holder's recourse would be limited to the underlying assets only and not extend to general reserves and assets of the company.

Limited recourse financing: Under this variant, in addition to project assets, the parent company attaches other assets/ revenue stream for servicing the instrument to improve its credit worthiness. Securitization is one of the methods.

Take-out financing:

1. Take-out financing is a method of providing finance for longer duration projects say 15 years or more by banks, particularly in infrastructure lending.

2. Take out financing structure is designed to avoid maturity mismatch of assets and liability due to the infrastructure financing/ longer duration projects.

3. Under the arrangement, banks financing to the infrastructure project will have an arrangement with IDFC (Infrastructure Finance development Corporation) or any other financial institution for transferring to the latter the outstanding in their books on pre-determined fixed period/pricing.

4. It allows bankers to lend for infrastructure with the freedom to decide the lending period and risk profile. When the period end the bank can exit and IDFC will take out the obligation and charge a fee as per the commitment at the point of sanction, to take out the entire outstanding loan or part of the loan to the bank after an agreed period say five years. The credit risk on the project will be appraised by the bank concerned and not by the IDFC.IDFC and SBI have devised different take out financing structures to suit the requirements of various banks, addressing issues such as liquidity assets-liability mismatches, limited availability of project appraisal skills etc. They have also developed a Model Agreement that can be considered for use as a document for the purpose.

Trust and Retention Agreement (TRA):

1. TRA mechanism is a common feature of infrastructure financing. It seeks to protect the project lenders against the credit risk of default by insulating the cash flows of the project company.

2. This is done through shifting the control over future cash flows from the hands of the borrowers to an independent agent called TRA agent duly mandated by the lenders. This is then allocated in a predetermined manner to various requirements including debt service obligation. After meeting all the requirement residual cash flow will be available to the project

company. Thus, the lender will have a security of cash flow in addition to the assets of the company.

3. Under this arrangement the lenders, the borrower and the TRA agent enter into a tri-partite agreement directed to deposit all cash inflow in a single designated account with TRA agent.

4. The lenders in consultation with the borrowers draw up a detailed mandate for the TRA agent as to periodical transfer and utilization of funds available with TRA agent. For example it spells out appropriation as under:

(a) All operation and maintenance expenses of the project,

(b) Monthly dues/accruals of net principal and interest to lenders,

(c) A debt service reserve equal to say, six month's dues which could also be backed by a letter of credit to be arranged by the sponsors of the project company,

(d) A cash reserve equal to four months operating expenses, After meeting all above either through cash flow or through L/C the residual funds if any, would be available to the company by the TRA. TRA is thus a version of No Lien account on which the lending bank does not exercise right of Lien.

Risk factor in Infrastructure Financing:

Infrastructure projects are both capital intensive and long gestation period with comparatively low return in the initial years. The lending banker should also weigh the various risk parameters staring from construction phase till the recovery of last installment. The risk relating to the infrastructure project can broadly be divided in to

(1) Construction Phase: This is a high risk prone area wherein due to price escalation and time over-run the entire profitability estimate tends to distort. Change in govt. policy may also adversely affect the revenue/cost etc. This phase is a critical phase for the company as they have to coordinate all the activities mentioned in diagram given above. This is also called project completion risk

(2) Operating Phase: The risk may be relating to poor revenue generation, over estimation of utilities/willingness to pay etc. as well as underestimation of operating costs. Further the pricing is fixed by government. This is also called operational risk.

(3) Project Stabilization: The revenue will be stabilized in this phase but due to debt /resources pattern it may constitute financial risk.

Ref:
www.banknetindia.com
www.rbi.org.in
Bank of Baroda Promotional Study Material

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SEMANTIC WEB

Ontology Representation Languages - Extensible Markup Language (XML)

Exchange of information over the Internet and between software applications has always been difficult due to different data formats and proprietary structures. XML is a data interchange format in that it allows you to exchange data between dissimilar systems or applications. XML separates the data from the presentation and defines the data and describes how the data is structured so that the same XML data can be presented in multiple ways by using different presentation files. XML is a general-purpose specification for creating custom markups and elements just like in HTML. XML allows to encode documents and serialize data. XML has a simple format that is flexible enough to accommodate highly diverse needs. It can be used by developers working on different types of applications to share XML formats and various tools are available for parsing those formats into data structures that applications can use.

XML is a W3C standard for simple, self-describing way of encoding data so that content processing can be automated and exchanged across varied hardware, operating systems, and applications [2]. XML uses user-created tags, similar to HTML to delimit data, and leaves the interpretation completely to the application. There are many programming interfaces that software developers may use to access XML data like RSS, Atom XHTML, etc. XML-based formats have become the default for most office-productivity tools.

XML is Simple and can be integrated with all traditional databases and formats. It is open and extensible and requires less storage. It helps to separates content from presentation. XML is more suitable because of its openness, flat file structure, ease of use with any programming language like C, C++, PERL, PHP, etc. and its interoperability.

Though XML has many benefits, it also has a few disadvantages like the syntax is redundant and large relative to binary representations of similar data. XML syntax is too verbose. XML provides no notion of data types available with other data formats. It uses hierarchical model for representation which is limited.XML Namespaces are problematic to use. There is a lot of disambiguity of meaning of the markups which affects in expressing semantics of the data[1].

1. Hiroshi. (2010). Advantages and Disadvantages of XML. 9 July 2007.Techmynd's site. www.techmynd.com/advantages-disadvantages-of-xml/
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COMMUNICARE

Demonstrative Communication

Demonstrative Communication, as Wikipedia defines, is the process of exchanging information, emotions, ideas etc. (Message) through non-verbal and unwritten communication method. This may involve Kinesics and Para-linguistic aspects of communication. As such non-verbal communication is not a new term for the students of communication. But looking at the recent usage of this method, the term demonstrative communication has aroused more curiosity. The term is becoming a kind of trend as people less communicate and more observe. It has become important at workplace to demonstrate oneself in a particular way. We may call it workplace etiquettes or a corporate climate wherein to behave in a particular manner.

Demonstrative communication relates to that 65% of communication that occurs non-verbally. It involves facial expressions like smile, lip movements, eye movements, and the natural communicative style of a face. Other kinesthetic aspects like hand and leg movement, firm hand shake, posture, gestures and one's overall physiology also plays an important role. We see that some people are naturally very conversant through their physique. We feel like approaching and talking to them. It helps in creating pleasant and receptive relations with others at workplace. We also call it one's 'aura' which attracts others unintentionally.

The purpose is to make people feel more comfortable while communicating. It poses open and receptive personality with whom everyone feels comfortable to talk. Few words are needed to convince and more is said through bogy language. People remember a positive experience of interacting with others as compared to more verbose and negative. Natural Demonstrative Communication decides how one is perceived at workplace of at a situation like interview where first impression plays a decisive role. It included expressive and receptive gestures while involving in communication. Listening to someone attentively with eye contact and nod, makes the other party more involved and helps win the trust. A smile can encourage speaker to be more enthusiastic while presenting on any topic.

In a career like acting, presenter, mass media communication etc. demonstrative communication is very important. One can garner this skill and gain perfection over a period. These days when more communication takes place impersonally, being conscious about demonstrative communication can smoothen the relations.

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MY VOICE:

Innovation, New Product Development and Work Force Diversity

In a highly competitive market of today, business success is not guaranteed even for well-established manufacturers and brands. The pace of change in the business environment is fast, and the business firms face the challenge of being either proactive or reactive to changes in the business environment so as to survive and benefit from the change in the business environment. There is a need to do SWOT analysis, identify the strength and weaknesses of the business firm(s), and predict the opportunities and threats in the business environment in the form of increased competition, increase in the price of inputs and opportunities in the form of more business freedom to take various business decisions pertaining to foreign investment and technology agreements, expansion and diversification of the business, launching new products and services etc. The purpose of SWOT analysis is to enable the business enterprise to consolidate their strength, overcome their weaknesses, capitalize on the business opportunities and take measures to predict and overcome threats in the business environment.

We are indeed blessed as science and technology has won many frontiers be it distance, space, medicine, education or improved methods of farming to mention the few. The talented pool of scientists, inventors, innovators, administrators, business entrepreneurs, social entrepreneurs, human resources and the society as a whole are in rapid progress towards economic development and economic progress. We are in the age of the shorter product life cycle, launch of improved new products and services promising and offering better features, quality and service at affordable prices. A small chip in mobile and laptop can store enormous volume of data. The usage of Information technology, enterprise resource planning, management information system, marketing decision support system, usage of information technology in customer relationship management has greatly revolutionized the business world, making for efficient data collection, storage, retrieval, timely availability of information, right information at right time reaching right person leading to better organizational decisions, better coordination and efficient and professional management of the business organization(s). The use of information technology and customized educational software has greatly enhanced the efficiency and effectiveness of the educational sector. The usage of information technology by leading corporate in India has revolutionized the concept of rural marketing, greatly benefitting rural India in income and employment augmentation and generation. The concept of contract farming has benefitted farmers. There is lot needs to be done to develop agriculture, irrigation facilities, storage facilities, making farming a profitable occupation, when farmers in India are facing the challenges of huge debt and are still dependent on monsoon and facing the problem of inadequate agriculture infrastructure. The country has witnessed green revolution, white revolution but the plight and miseries of farmers, debt burden are the challenge needing immediate solution.

The increasing concern and awareness about global warming, rising global temperatures, diminishing green cover, decline in the availability of clean drinking water, and increased preference for eco-friendly green products and services is a trend which can be effectively tapped by the business houses. In a fiercely competitive domestic and global market, setting benchmarks for innovation, launching new products and services, customer satisfaction, market share, continuous and rapid improvement in the quality of the market offerings, products and services, continuous surveillance of the market, customer needs, wants and demand, changes in the consumer needs, wants and demand, study of the changes in the political and the regulatory environment affecting business, and offering marketing mix consisting of product, price, promotion and place is imperative for the survival and the growth of the business.

The problems of global warming, rising temperatures, unpredictable climatic conditions, point to the need for saving trees, efficient water management, overcoming river pollution, cleaning rivers and working for sustainable development. The nature is diverse and so is humanity. Diversified workforce can provide the advantage of improved decision-making, analyzing the business situation and business decision(s) from various perspectives and can lead to creativity, innovation, better understanding of different markets through meaningful employee participation in the business organization's decision-making process. What is needed is the overall comprehensive perspective encompassing business and its various stakeholders like society, government, consumers, employee's, investors, creditors and suppliers to work for eco-friendly sustainable development. There is no denying of the fact that today's fiercely competitive market makes continuous improvement in the business processes, products, services, innovation, invention, value for money market offering, value enhancement and value augmentation the order of the day for the business organization(s).

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Accounting Aura:

Human Resource Accounting

Benefits of HRA

There are many benefits of HRA accounting which can be explained in following way.

- HRA provides the information of total cost of human assets which can use for calculating their benefits for business by comparing it with the benefits provided by employees.
- HRA is top work in the field of accounting because in accounting , we includes all physical assets and intangible assets but before making of HRA accounting we are ignoring a very important asset and its name is human being who works in any company or industry.
- Human resource accounting is very important where human element is more important than any other factor of production or services. For instance education sector is top sector who human resource accounting must be used for maintaining the accounts of education department.
- Measurements in HRA

The biggest challenge in HRA is that of assigning monetary values to different dimensions of HR costs, investments and the worth of employees. The two main approaches usually employed for this are:

- The cost approach which involves methods based on the costs incurred by the company, with regard to an employee.
- The economic value approach which includes methods based on the economic value of the human resources and their contribution to the company's gains. This approach looks at human resources as assets and tries to identify the stream of benefits flowing from the asset.

The Cost Approach

Cost is a sacrifice incurred to obtain some anticipated benefit or service. All costs have two portions, viz., the expense and the asset portions. The expense portion is that which provides benefits during the current accounting period (usually the current financial year), whereas the asset portion is that which is expected to give rise to benefits in the future. Arriving at a clear distinction between the two, however, remains an accounting problem even today (Flamholtz, 1999). Two types of costs are of special importance in HRA. These are original or historical cost, and replacement cost. The historical cost of human resources is the sacrifice that was made to acquire and develop the resource. These include the costs of recruiting, selection, hiring, placement, orientation, and on the job training. While some of the costs like salaries, for instance, are direct costs, other costs like the time spent by the supervisors during induction and training, are indirect costs. Sometimes, opportunity cost method, that is, a calculation of what would have been the returns if the money spent on HR was spent on

something else, is also used. However, this method is seen to be not as objective as desired. Hence its use is restricted to internal reporting and not external reporting.

The replacement cost of human resources is the cost that would have to be incurred if present employees are to be replaced. For instance, if an employee were to leave today, several costs of recruiting, selection, hiring, placement, orientation, and on the job training would have to be incurred in order to replace him Such costs have two dimensions- positional replacement costs or the costs incurred to replace the services rendered by an employee only to a particular position; and personal replacement cost or the cost incurred to replace all the services expected to be rendered by the employee at the various positions that he might have occupied during his work life in the organization. Though replacement cost method can be adapted for determining the cost of replacement of groups, this method is used essentially to determine the replacement cost of individuals.

Other cost based methods that may be used are the standard cost method and the competitive bidding method. In the standard cost method, the standard costs associated with the recruitment, hiring, training and developing per grade of employees are determined annually. The total costs for all the personnel signify the worth of the human resources.

The Economic Value Approach

The value of an object, in economic terms, is the present value of the services that it is expected to render in future. Similarly, the economic value of human resources is the present worth of the services that they are likely to render in future. This may be the value of individuals, groups or the total human organization. The methods for calculating the economic value of individuals may be classified into monetary and non-monetary methods.

Monetary Measures for assessing Individual Value:

a) Flamholtz's model of determinants of Individual Value to Formal Organizations According to Flamholtz, the value of an individual is the present worth of the services that he is likely to render to the organization in future. As an individual moves from one position to another, at the same level or at different levels, the profile of the services provided by him is likely to change. The present cumulative value of all the possible services that may be rendered by him during his/her association with the organization is the value of the individual. Typically, this value is uncertain and has two dimensions.

The first is the expected conditional value of the individual. This is the amount that the organization could potentially realize from the services of an individual during his/her productive service life in the organization. It is composed of three factors: productivity or performance (set of services that an individual is expected to provide in his/her present position); transferability (set of services that he/she is expected to provide if and when he/ she

is in different positions at the same level); promotability (set of services that are expected when the individual is in higher level positions).These three factors depend, to a great extent, on individual determinants like activation level of the individual (his motivation and energy level) and organizational determinants like opportunity to use these skills or roles and the reward system.

The second dimension of an individual value is the expected realizable value, which is a function of the expected conditional value, and the probability that the individual will remain in the organization for the duration of his/her productive service life. Since individuals are not owned by the organization and are free to leave, ascertaining the probability of their turnover becomes important. The interaction between the individual and organizational determinants mentioned above, leads to job satisfaction. The higher is the level of job satisfaction; the lower is the probability of employee turnover. Therefore, higher is the expected realizable value.

b) Flamholtz's Stochastic Rewards Valuation Model

The movement or progress of people through organizational 'states' or roles are called a stochastic process. The Stochastic Rewards Model is a direct way of measuring a person's expected conditional value and expected realizable value. It is based on the assumption that an individual generates value as he occupies and moves along organizational roles, and renders service to the organization. It presupposes that a person will move from one state in the organization, to another, during a specified period oftime. In this model, exit is also considered to be a state. Use of this model necessitates the following information:

1. The set of mutually exclusive states that an individual may occupy in the system during his/her career;
2. The value of each state, to the organization;
3. Estimates of a person's expected tenure in the organization
4. The probability that in future, the person will occupy each state for the specified time.
5. The discount rate to be applied to the future cash flows.

A person's expected conditional value and expected realizable value will be equal, if the person is certain to remain in the organization, in the predetermined set of states, throughout his expected service life. The main drawback of this model, however, is the extent of information required to make the necessary estimates of the values of the service states, the expected tenure, and the probability that the individual will occupy the state for the specified period of time. However, if this information can be made available, this model emerges as one of the most sophisticated models for determining the value of individuals.

c) The Lev and Schwartz Model
As mentioned earlier, the Lev and Schwartz model is the basic model employed by Indian organizations According to this model, the value of human capital embodied in a person who is

'y' years old, is the present value of his/her future earnings from employment and can be calculated by using the following formula:

$E(Vy) = S Py(t+1) S I(T) / (I+R)t - y$

where E (Vy) = expected value of a 'y' year old person's human capital T = the person's retirement age Py (t) = probability of the person leaving the organization.

Thus, there is no debate about importance of HRA, but the only debate is about how to integrate HRA with regular accounting system i.e. by which method to measure HRA

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Bits & Bytes:
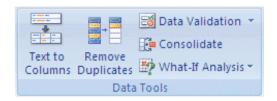
Data Validation in Excel – II

Introduction

Data Validation allows to control the type of data or the values that users can enter into a cell. It is useful when workbook is shared with others for collecting data and you want to ensure that data entered is accurate and consistent.

Data Validation Examples

Example-1: Restrict data to predefined items in a list. That is, user must select one of the values from predefined list of values.

Step-1: Select one or more cells to validate.

Step-2: On the **Data** tab, in the **Data Tools** group, click **Data Validation**.

Step-3: In the **Data Validation** dialog box, click the **Settings** tab.

Step-4: In the **Allow** box, select **List**.

Step-5: Click the **Source** box and then type the list values separated by the Microsoft Windows list separator character (commas by default). You can enter, for example, "Yes, No"; "Low, Medium, High", etc.

Note: Make sure that the **In-cell dropdown** check box is selected. Otherwise, you won't be able to see the drop-down arrow next to the cell.

To specify how you want to handle blank (null) values, select or clear the **Ignore blank** check box.

If the range containing the allowed values includes a blank cell anywhere in the range, then selecting the **Ignore blank** check box allows any value to be entered in the validated cell.

Similarly, for cells that are referenced by validation formulas, if any referenced cell is blank, selecting the **Ignore blank** check box allows any value to be entered in the validated cell.

You can display an input message (optional) when the cell is clicked using **Input Message** Tab.

You can customize (optional) an error message when invalid data is entered in the cell using **Error Alert** Tab.

You can customize the title and text for the message (up to 225 characters).

By default, the tile is "Microsoft Excel" and the message is "The value you entered is not valid. A user has restricted values that can be entered into this cell."

Make sure that the **Show error alert after invalid data is entered** check box is selected. If you want to allow users to type new value that is not in the list, clear (uncheck) the **Show error alert after invalid data is entered** check box instead.
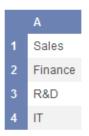
Select one of the following options for the **Style** box:

- To display an information message that does not prevent entry of invalid data, select **Information**.
- To display a warning message that does not prevent entry of invalid data, select **Warning**.
- To prevent entry of invalid data, select **Stop**.

Creating (Preparing) the List of Master Values

You can create the list entries by referring to a range of cells elsewhere in the workbook, that is, a drop-down list of valid entries can be supplied by cells elsewhere in the workbook.

To create a list of valid entries for the drop-down list, type the entries in a single column or row without blank cells. For example:

You can sort the data in the order that you want it to appear in the drop-down list.

If you want to use another worksheet, type the list on that worksheet, and then define a **name** for the list.

To Define the Name

Select the cell, range of cells, or nonadjacent selections that you want to name. Click the Name Box at the left end of the formula bar, and type the **name**.

Assigning this List of entries to Cell

Now, in Data Validation → Settings → Allow, select List in Source Box. To specify the location of the list of valid entries, enter Reference (If the list is in the current worksheet), or enter the **name** (If the list is on a different worksheet). Reference or name must be preceded with an equal sign (=). For example, enter **=ValidDepts**.

Applying Changes (modified settings) to all related cells

If you change the validation settings for a cell, you can automatically apply your changes to all other cells that have the same settings.

To do so, open the **Data Validation** dialog box, and then select the **Apply these changes to all other cells with the same settings** check box on the **Settings** tab.

Note:

The width of the drop-down list is determined by the width of the cell that has the data validation.

You might need to adjust the width of that cell to prevent truncating the width of valid entries that are wider than the width of the drop-down list.

It is not possible to change the font or font size for items in a list.

Reference

* Online Help Manual of Excel Software.

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Article:

Green Computing

Definition - What does Green Computing mean?

Green computing is the environmentally responsible and eco-friendly use of computers and their resources. In broader terms, it is also defined as the study of designing, manufacturing/engineering, using and disposing of computing devices in a way that reduces their environmental impact.

Many IT manufacturers and vendors are continuously investing in designing energy efficient computing devices, reducing the use of dangerous materials and encouraging the recyclability of digital devices and paper. Green computing practices came into prominence in 1992, when the Environmental Protection Agency (EPA) launched the Energy Star program.

Green computing is also known as green information technology (green IT).

[WEBINAR] Better to Ask Permission? Best Practices for Privacy and Security

Green computing aims to attain economic viability and improve the way computing devices are used. Green IT practices include the development of environmentally sustainable production practices, energy efficient computers and improved disposal and recycling procedures.

To promote green computing concepts at all possible levels, the following four complementary approaches are employed:

Green use: Minimizing the electricity consumption of computers and their peripheral devices and using them in an eco-friendly manner

Green disposal: Repurposing an existing computer or appropriately disposing of, or recycling, unwanted electronic equipment

Green design: Designing energy-efficient computers, servers, printers, projectors and other digital devices

Green manufacturing: Minimizing waste during the manufacturing of computers and other subsystems to reduce the environmental impact of these activities.

Average computer users can employ the following general tactics to make their computing usage more green:

- Use the hibernate or sleep mode when away from a computer for extended periods

- Buy energy efficient notebook computers, instead of desktop computers
- Activate the power management features for controlling energy consumption
- Make proper arrangements for safe electronic waste disposal
- Turn off computers at the end of each day
- Refill printer cartridges, rather than buying new ones
- Instead of purchasing a new computer, try refurbishing an existing device

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