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Not just magnitude, but direction also!

VECTOR

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V-UNITE: A Celebration of Success

As the saying goes, "To teach is to touch lives forever." Vidyalankar was founded by Prof. C.S. Deshpande in 1960 with a vision to guide and inspire students to embark on the right career path. Knowledge is the true ornament of a progressive mind; and over the last 51 years, Vidyalankar Group of Educational Institutes has been

spreading the radiance of knowledge far and wide.

Vidyalankar recently organized a get-together to celebrate its success with those who constitute the backbone of the organization - its teachers and staff. To help motivate and inspire teachers and staff, and bring all departments even closer, a unique 'African Drumming' team building

program was organized. Drumming is a universal expression that transcends all boundaries: personal, organizational or cultural. So, all the members tried their hands on the drums and each individual added their unique sound into the mix to create a one-of-kind percussive orchestra-one that wouldn't be the same without each individual taking part.



This is truly a case of unity through diversity.

As a tribute to its teachers, an elegant coffee-table book named "The Teacher" was launched by S. C. Deshpande, Chairperson of the Vidyalankar Group. A visual treat, the book encapsulates the blossoming of Vidyalankar over the years; it even has a section on iconic achievers across different fields, who have touched the lives of billions.

A documentary portraying Vidyalankar's success story was also screened. The event saw teachers and staff enthusiastically dancing to the beats of the foot-tapping music by a DJ, and later followed by dinner. This interactive high-energy get-together proved to be not just a warm celebration of success, but also provided an opportunity to reinforce the bonds of commitment and harmony in the Vidyalankar family.

— Sacheta Aneja,
Vidyalankar

Homage Remembering Dr. Ajit Naik...



"Seashells remind us that every passing life leaves something beautiful behind."

The Vidyalankar Group deeply regrets the sad loss of Dr. Ajit Naik, the Principal of Vidyalankar School of Information Technology, who passed away suddenly on December 8, 2011. A teacher par-excellence and a revered father-figure, Dr. 'Naik Sir' has been a constant source of inspiration for students and faculty. VSIT will surely miss his encouraging presence and cheerful optimism. We extend our heartfelt condolences to Dr. Naik Sir's family.

An expression of grief from students:

"You always encouraged me in everything I did...thank you for your advice, your trust in my abilities, the freedom to do things differently, and inspiring life lessons. The rewards I received from you in the words of appreciation are a remarkable part of the success that I have achieved. Thank you for the friendship we shared. I still have preserved some of your quotes from our talks; you will forever be alive for us in the knowledge and words of wisdom you shared with us. Thank you for the wonderful Student-Teacher rapport! May your soul Rest in Peace Sir!"

—Rajdeep D Champa

"Just cannot forget the person who keeps encouraging you for doing things different from others...who trusts you every time...who gives you freedom...and who never gets angry on you...you made our 3 years of college life exciting...we love you all...Rest in Peace Naik Sir...we all will surely miss you!"

—Pranav Vishwanath Kelkar

"We will really miss you a lot Sir! It is really shocking and hard to accept the great loss for Vidyalankar and to all of us. R. I. P. Sir!"

—Manali Rane

VSIT Verve 2012 Cultural Fest



A college festival is an effective way of nurturing student creativity, bringing youth under the same platform, enhancing social interaction and facilitating exchange of cultural ideas and thoughts. Although college festivals are an 'only students' zone, hard working students collaborate with their teachers in their efforts to make their college fes-

tival an occasion to remember. Verve 2012 of Vidyalankar School of Information Technology was one such vibrant fest, the euphoria following which, took some time to settle down! Held on January 21, 2012, the event commenced at 4.00 pm with the inaugural ceremony presided by the Dean (Admn) Ashok Sheth, Principal (in-charge) Prof. Ujjwala Sav and Princi-



pal (Actg) of VIT Prof. Seema Shah. Ganesh Vandana was performed by Ankita Bhagkar of TYBMS in the form of a remarkable dance.

This was followed by one of the most eagerly awaited events - Mr and Ms. VSIT Round 1 was an introductory one, which saw participants representing their respective houses. Rounds 2 and 3 were stage events, which consisted of talent and question-answer rounds respectively. After much deliberation by the judges, Wasim Parmar and Niharika Yadav were crowned as the winners and declared Mr. and Miss VSIT.

A scintillating rock band performance by Tanmay and group had the audience grooving. Rushikesh of Diamond House emerged as the winner of the Solo Dance competition whereas the top honors in Group

Dance were bagged by Sapphire House. The institute's NSS team rendered a touching performance on stage, dedicated to the country.

Maay Marathi, the most anticipated event of the fest, began on an enthusiastic note and to rousing applause. The very first dance was Nandi which was performed by the entire dance group of Maay Marathi. The event saw spirited performances on Mangalagaur, Koligeet, Govinda, Lavani and Gondhal. The electrifying evening ended with the announcement of the House winner in which Emerald House bagged top honors. The events were judged by VSIT faculty and guests Madhav Sav and Omkar Sawant, the choreographer of Maay Marathi. Verve 12 concluded with a vote of thanks and on a high note.

Career Options after Professional Bachelor's Program

Having an ideal career is a dream for all. So, it is very important to choose the right career path, which will eventually help you in achieving your dreams. The need for a professional Master's degree is growing rapidly in the world due to the changing economic and industrial scenario which is increasingly becoming more high-tech, requiring a higher level of education from employees and workers.

In order to educate students on “How to Frame a Perfect Career”, Vidyalankar had recently conducted seminars for the VSIT students of B.Sc. (IT) and B.M.S. The purpose of the seminars was to create awareness amongst

students about the need for Post Graduation, Technical and Management career options, and the approach to deal with the entrance exams for the same.

Bhavini Satiya, SY BAF, shares; “The knowledge shared in the session will not only be helpful for our studies or job but also in the long run of life. The need for “Out of the Box Thinking” was what was emphasized in the session.”

Shahrukh Pawaskar, SY BMS, opines “The session was a very beneficial one which would prove as a stepping stone to the success of VSIT students. The knowledge delivered in the session was really appreciable and commendable. This session

will help us during campus interviews. Besides, it will also benefit us in clearing entrance exams like CAT, CMAT, etc.”

In India, the demand for postgraduates has grown exponentially, fueled largely by the boom in knowledge-based industries like the IT sector. After graduating in B. Sc. (IT), one can opt for Master's Programs like M. Sc. (IT), MCA or MBA and for B.M.S. graduates, MBA is an astute option to choose. Increasing demand of higher studies from prestigious institutes like IIMs has led to a rise in competition at the common entrance exams like CAT & CMAT. These exams test a candidate's concepts, application of concepts, problem

solving ability and time management skills. So, students need to be counseled and directed rightfully to identify their strengths and weaknesses which would help them to outshine in entrance exams like MCA CET/ CAT/ CMAT/ NMAT/ SNAP etc.....

Vidyalankar successfully and consistently has been training students for various competitive exams at the State and All India level for the past 51 years and firmly believes that if a student is guided properly he/she can select the right “Career Path” which would decrease their struggle after their Graduation which would eventually help them to settle earlier.

Sacheta Aneja
Vidyalankar



VSIT inter-collegiate Festival - VIGOUR 2012



VIGOUR 2012- the intercollegiate festival of VSIT was held on January 17 and 18, 2012. Being the fourth year since its inception, VIGOUR has grown in leaps and bounds - 19 new events were added to the existing number of events taking the total count to a mind-boggling 40.

Also, a wide range of technical events were introduced, thereby transforming VIGOUR from what was only a Management Festival till 2011 to an all-round festival of IT and Management for the year 2012. The events were broadly classified as Management, Technical, Sports and Cultural events. They were conducted in classrooms, computer labs and the campus grounds as per schedule throughout the two days of intense excitement and competition.

NIIT, Abhyudaya Bank, CelebrateIndia.com, Indian Oil, Greater Bank, Spykar and Body Canvas were some of the major sponsors for the fest. It was the result of an astute marketing strategy, which involved spreading the word in 87 colleges across Mumbai, via railway advertisements with hoardings even put up at Wadala station and advertisements running in BEST buses across Mumbai that led to the enthusiastic participation of 5000 students dur-

ing the festival.

Two days of fierce competition began on Tuesday, January 17th. The registrations for events surpassed all the previous records. Some of the events which took place on the first day were Debate, Business Baazigar, Code-De-Code, Bug Fix, Guess the Console, etc. which concluded with Rock Band on stage in the evening bringing an end to the first day of VIGOUR 2012.

Day 2 began on a similar note with events like Management Quiz, Poster Painting, Minute to Win it, Sudoku, Photography, Singing, Spell Bee, Graphical, Tech Host, Hard Shoot, etc. Day 2 concluded with fabulous Dance performances from various colleges and War of Dj's which got the audience to dance along with the music being played, bringing an end to two days of intercollegiate competitions.

VIGOUR 2012 had a Safety Squad which comprised of 25 students responsible for maintaining discipline throughout the two days. A synergy of teamwork, inspiring leadership, meticulous planning and execution comprised the success mantra of VIGOUR 2012. It proved to be a grander and better version of the previous ones, thereby setting a new benchmark.

VERVE 2012 held @ VP

Vibrant colours, traditional and western attire, practice sessions, busy students and faculty; banners, stalls, posters, security; such a festive environment could only mean Vidyalankar Polytechnic is gearing up yet again for Verve. January 19-20, 2012 saw Vidyalankar Polytechnic celebrate its much awaited fest in the backdrop of a beautiful evening and marvellous performances. The fest started with the lighting of the lamp by the Principals of both the shifts which was followed by the prize distribution for outstanding achievements in sports by VP students who had made the Institute proud.

The evening began with a Personality Contest wherein all the contestants dazzled from the stage. This was later followed by a Fashion Show based on different themes and contemporary fashions. The crowd



Dance performance by Bushra and Group (With colour theme “Blue”)

cheered the contestants throughout the evening as every student and staff of Vidyalankar took a keen interest in making this event a success. The efforts of the Cultural Committee, with its innovative ideas and planning, ensured that every single person present there was entertained to the hilt.

Adding to all the achievements, VP students brought laurels for their college when they won inter-college foot-



Singing performance by a Vidyalankar polytechnic student



ball tournament pitted against three different colleges Sardar Vallabh Patel, Kala Vidya Mandir and K.J. Somaiya's and the final match was played against Shah and Anchor and the VP team emerged victorious in a nail-biting penalty shootout.

Rumeli Sharma
Faculty, VP

VSIT Conducts Annual SPORTS DAY



The Annual Sports day of VSIT was held on January 16, 2012. The events commenced with the inaugural ceremony. The sports teams of all the Houses viz. Diamond, Ruby, Emerald, Sapphire and Topaz comprising 30-50 sportspersons did a House March led by the Sports Secretary, Avinaash Bodwaani. Then the Principal (In-charge) Prof. Ujwala Sav and Dean (Admn), Ashok Seth addressed all the Houses. The faculty and students then took a formal pledge to perform all their activities in the true spirit of sportsmanship.

There were a total of nine events, which included 3 outdoor; 3 indoor and 3 events for the girls. A league table was followed for all the 9 events from which the houses in the first and second position would play the finals and houses in the third and fourth position would play for 3rd position. The league matches were played from January 8-15. On the 16th, the finals and third position matches were held. The outdoor events included Football, Cricket and Volleyball. Indoor sports included Table Tennis, Carom and Chess. The events for girls included Box Cricket,



Throwball and Dodgeball.

There was a Box Cricket match held for VSIT faculty and staff. It was a pleasure to watch them all display their skills even in the field of sports. The Sports Day concluded with the finals of the Football match, which was clinched by Ruby House. After all the points were calculated, Emerald house emerged in the first position with 410 points followed by Ruby House with 390 points. All the participants and coordinators were appreciated for their hard work.

Avinaash Bodwaani, Umesh Koyande

Reach for the stars in 2012!

As the new year dawns, it's a good time to reflect on the past one, celebrate our accomplishments and look forward to an even more successful year ahead. The start of the New Year is an especially motivating occasion for planning the year ahead and penning our resolutions.



Prof. Seema Shah
Principal (Acting), VIT

My students and I reflect on what we have accomplished so far and make plans for the rest of our year together. It is a positive strategy for students to help refocus after the excitement of the holidays.

Planning the year ahead...

Remember planning months in advance for your friend's surprise birthday party? You left no stone unturned; all nitty-gritty was taken

care of. A lot of effort, time and strategizing went into it. All this was because you cared so much for your friend. The party was a grand success, needless to say. Well, it is time to start taking good care about yourself, your academics and your future.

As you begin yet another semester at college, it would prove to be beneficial to set goals for the year ahead. Utilize some time to reflect on your learning patterns throughout the previous year: Time spent planning measuring, collecting and analyzing the data is time well-spent.

- What have you done in the past that has worked well?
- What are you planning to revise / repeat?
- What didn't work out?

- What did you learn? Your academic advisors/mentors could guide and assist you in drawing up an achievable plan of action.

Resolutions

A resolution is a promise that we make to ourselves. I read aloud and share with my current students some of the resolutions made by my students in previous years. This gives them some specific ideas about making resolutions. I follow this up with a discussion about how there are different kinds of resolutions. I ask them to make a few personal resolutions that involve family or friends, and a few resolutions that involve academics.

A few questions can help you make your own resolutions:

- What does the New Year mean to you? Do you need a new year to bring about a change?

- Did you fulfill your 2011 resolutions?
- What did you accomplish last year?
- What are your goals for the next year?
- Set three goals for 2012. How will you keep them?
- By the end of this year, I will...
- What was your favorite part of 2011?

Once the resolutions are made, it's not just enough to follow your plans for the first few weeks of January. To make your resolutions really pay off, you have to stick with them all year long. As the months go by, even the best laid out plans fall to the wayside. **Starting slow, making a concrete plan, scheduling quarterly reviews and fine-tuning accordingly** are some tips that will keep you on your toes and ensure progress on all of your resolutions.

Prof. Seema Shah
Principal (Actg), VIT

New Security Thinking for a New World

As an armchair student of the big transitions that happen in the IT industry, I've learned that the hard part is getting your mind wrapped around a relatively new perspective. We, as technologists, tend to focus on how things work, rather than what they might mean.

For example, the internet isn't really about packets and DNS so much; it's about what can happen when connectivity becomes ubiquitous. Tablets and smart phones are really about when consumption becomes ubiquitous as well.

Cloud isn't about sterile NIST definitions, it's what happens when IT organizations realize they're no longer a monopoly and have to com-

pete for the business.

Big data isn't a capacity problem; it's really about learning a new form of creating value from massive amounts of information.

Get the right perspective on a specific transition, the rest becomes mostly a matter of evangelism and execution. Fail to get the right perspective, and you won't make much progress at all.

And so I enjoyed reading the recent findings of the RSA-sponsored Advanced Threat Summit.

Latest challenges

The latest challenge on the security front isn't necessarily an exotic new threat vector: it's the attackers themselves. They're orga-



nized, well-resourced and patient. And there's no silver technology bullet to effectively combat them.

Although I am most definitely not a charter member of the IT Security Inner Ring, I do watch closely how the discussion is evolving

here, and it appears to be moving very fast indeed.

Many historical precepts about how to think about IT security appear to be quickly falling by the wayside. IT security organizations are now re-thinking how they're organized and how they think about their job. And all sorts of newer technologies are getting pulled in alongside more traditional ones.

Discussions help

During periods of rapid transitions, meaningful conversations between key stakeholders are incredibly valuable. Towards that goal, RSA and TechAmerica recently sponsored an invitation-only Advanced Threat Summit with a list of participants and speakers that reads like a 'Who's Who' in the security world.

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We Care

Take a chill pill!

Anger is a natural emotion. It is nature's way of telling us that something in our lives has gone haywire. In addition to psychological changes, like any emotion, anger is accompanied by physiological changes. When you get angry your adrenaline flows, your heart rate increases, and your blood pressure escalates.

The goal of anger management is to help you find healthy ways to express your anger and resolve the problems that ignite it.

- Yelling at others, slamming doors, and breaking crockery doesn't solve any problem and frequently escalates angry situations between people. Yet, sometimes you just need to vent. Find a safe spot. Go buy a punching bag!
- Taking a few deep breaths calms you, makes you feel stronger both mentally and physically.
- When angry, count to ten before you speak; if very angry, one hundred!
- Give yourself a break. It's easier to think when you're calm than when you're agitated. Then come back to the problem, examine it, and solve it.

A new venture: Business Plan Competition

It is the need of hour that more and more educated people should start their own business instead of searching for a job. India has a large number of graduates, post graduates and professionals completing their education every year. The national think-tank has long back realised the importance of these qualified people venturing into own business and in line with the policy, the government is offering various schemes to encourage new entrepreneurs. University syllabi for BMS, MMS and other such professional courses include subjects like Entrepreneurship Development, Project Management, Rural Marketing, Export Markets etc. There are a number of government and non-government organizations giving entrepreneurship training.

The Department of Management Studies at Vidyalankar Institute of Technology, conducts a large number of beyond syllabus programs for overall personality development of MMS students. The Technical Committee of the Department had organized a unique "Business Plan Competition"



on January 25, 2012. The primary objectives behind this initiative were to educate students in the process of creating and evaluating new business ventures; to prepare students for opportunities in entrepreneurship some time during their careers; and to harness the unique resources that VIT and the MMS Department have to offer.

The speciality of the competition was that, even though it was an intra-college event, through special permission from the Managing Trustee, VJTI Final Year B. Tech. students were permitted for the competition with the objective of interaction between technocrats and managers.

All the participants were asked to

prepare a business plan not merely from the academic point of view but to make the plan so meticulously that it should sail through financial institutions offering advance for real life business proposals. The mathematical expectation behind the motive was, if the competition could create awareness amongst 50% of the respondents and in turn if even 10% of them may start seriously thinking about starting a business and 50% of them really do start business, there would be a turnout of at least 3 to 4 entrepreneurs. If such an initiative were to be taken up in every management



and professional institution, then there would be remarkable release from the pressure of unemployment.

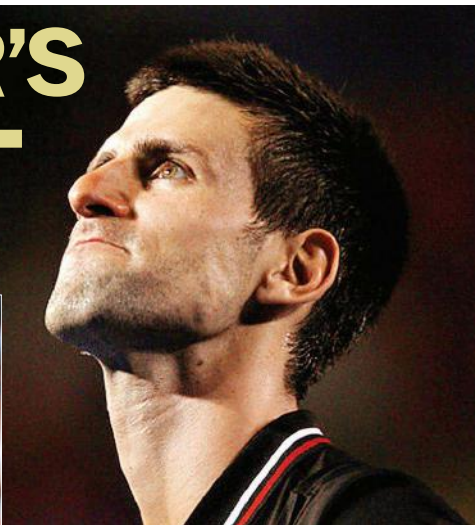
The MMS students of Vidyalankar Institute of Technology and VJTI students showed great enthusiasm for the competition. There were 19 group entries for the business plan competition out of which 6 business plans were short listed for the presentation which took place in VIT on January 25, 2012.

The competition also offered prizes and certificates to the winners and

runners-up of the contest. The event had high profile judges such as K. G. Hebber (an alumnus of IIM-A, owner of a factory at Rabale MIDC). He was so impressed by the enthusiasm shown by students that he even invited some students for summer internship in his factory. The second judge was Amruta Joshi (an alumna of Wel-lingkar's). She also showed her active involvement by guiding the students to reach the realistic plan. The last judge was Prof. Limaye (Dean Admn, VIT) the one responsible for merging the technical minds with managerial skills. Examples include Werken Tex, Floral Essence, Angels Educare, Aquaculture, Tea Monarch, Orchids Paper, among others. Team Floral Essence from MMS, VIT bagged the top honors.

This initiative provided an integrative learning experience for participating students, encouraged potential entrepreneurs to present a viable business plan and to get to know the business plans of their peers, and helped them learn more through interaction with others.

JOKER'S ACT



He is writing the history of Serbian tennis in golden letters. Whether he's impersonating Andy Roddick or Jessica Simpson or beating Rafael Nadal and Roger Federer in back-to-back matches, Novak Djokovic commands centre stage - and the full undivided attention of the tennis world.

Born in Belgrade, Serbia, on 5th May 1987, Novak started playing tennis at the tender age of four: The first son of Srđjan and Dijana, Novak was first trained by Jelena Genčić. He took to tennis easily; as they say, he was a natural. "I shall never forget the day when a four year old boy came to my tennis camp with a

bag neatly packed, as if for professional training. I asked him who packed it for him, and he replied he did it himself. When asked what he wanted to be when he grew up, without hesitation he said: "number one in the world", the same answer I was given many years ago by Monika Seles when she was a little girl" - said the legend of Yugoslav tennis, Jelena Genčić. The boy was none other than Novak Djokovic or Nole as he is fondly called.

Novak embarked on his stellar career path when he was just 14 in 2001. He started climbing the ladder of greatness from this age itself. In the 2003 season he continued to impress with great results and titles. It



began with his appearance in the final of the Nurnberg ITF tournament. This was the time when he played his first professional tennis match. Following his appearance at the Challenger tournament in Belgrade in early February 2005, he decided to devote his time and ef-

orts to playing professional tournaments and pave the way towards becoming one of the world's best tennis players. That same year he successfully qualified for all the grand slam tournaments and made it to the third round at New York ending the year ranked 80 in the world!

The following year (2006) he won his first ATP tournament in the Dutch city of Amersfort, immediately after which he took another title in Metz. This meant that he became the youngest player inside the top 20. His career really took off in 2007 when he won his first masters tournament at Miami at the "Fifth grand slam". At the US open he made his first grand slam final only losing to Federer. In 2008 Novak took his first Grand Slam tournament - Australian Open! In 2009 he won five major tournaments and made 10 finals. People started taking notice of him and soon his Joker's Act was also experienced by crowds all over the world. The Serb mimics his on field adversaries as a hobby and continuous to entertain crowds all over the world.

2011 belonged to only one man where tennis is concerned. He won 41 out of 43 matches all season - a feat unmatched by any tennis player currently playing. On 4th July 2011 he won the most prestigious Wimbledon championship and fulfilled his childhood dream of becoming Number 1 in the world.

Recently Nole played the longest and perhaps the greatest grand slam final at Melbourne Park against Rafa where both of them were winners but Nole edged to the front to become the champion. Take a bow Novak!

Harsha Ambardekar
 SE ETRX, VIT



GUESS WHO?!

Do you know who the person in the picture is? Mail us your response on vector@vidyalankar.org, and you could be the winner of an exciting prize!

The correct answer to "Guess Who?!" in Vector, November issue is Jhumpa Lahiri, a Bengali American author. Lahiri's debut short story collection, *Interpreter of Maladies*, won the 2000 Pulitzer Prize for Fiction, and her first novel, *The Namesake*, was adapted into the popular film of the same name. Lahiri is a member of the President's Committee on the Arts and Humanities, appointed by U.S. President Barack Obama.

Aptitude Corner

Q 1. Find the next letter in the series: C4K2O3 ? _

- a) M b) N c) T d) U

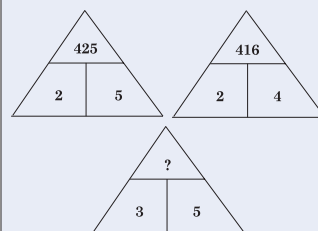
Q 2. SCOOP : ICECREAM :: DREDGE : ?

- a) barge b) harbour c) slit d) channel

Q 3. Six bells commence tolling together and toll at intervals of 2, 4, 6, 8, 10 and 12 seconds respectively. In 30 minutes, how many times do they toll together?

- a) 4 b) 10 c) 15 d) 16

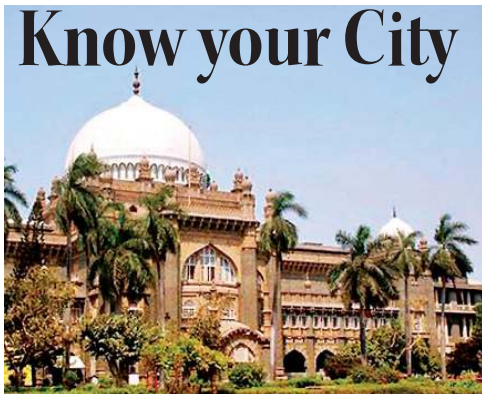
Q 4. Find the missing number marked(?).



- a) 140 b) 280 c) 875 d) 925

(Answers: d, c, d, c)

Know your City



Chhatrapati Shivaji Maharaj Vastu Sangrahalaya (formerly known as The Prince of Wales Museum of Western India) is an important landmark in Mumbai. It was conceptualised by prominent citizens of Bombay, with the help of the government, to commemorate the visit of the then Prince of Wales, and was inaugurated in 1922. It is located in the heart of South Mumbai near the Gateway of India.



George Wittet was commissioned to design the Museum building. Wittet also has the designing of the General Post Office and the Gateway of India to his credit. The museum building is built in the Indo-Saracenic style of architecture, incorporating elements of other styles of architecture like the Mughal, Maratha and Jain.

The museum houses approximately 50,000 exhibits of ancient Indian history as well as objects from foreign lands, categorized primarily into three sections: Art, Archaeology and Natural History. The museum houses Indus Valley Civilization artefacts, and other relics from ancient India from the time of the Guptas, Mauryas, Chalukyas and Rashtrakutas.

New Security Thinking for a New World

from pg 3

The good news is that you can get a quick synopsis of the key findings here and the better news is that interest in the topic is understandably sky-high; so you'll be seeing more events being scheduled before long.

Perception shift

Most IT security pros I meet tend to be under-appreciated, working tirelessly in the background to protect valuable information assets.

For many organizations, coming up with an enhanced approach to IT security is now front-and-center. IT security managers are now being asked to be IT security leaders.

It's not an IT discussion anymore; it's becoming a business discussion.

But, if I'm being honest, my impression is that more than a few IT security professionals will need to step up their game to be effective in this new world.

For starters, I've noticed a nat-

ural tendency to only discuss security matters with a relatively closed group of other security professionals using mostly impenetrable language.

That's not good. People outside of the security world need to understand what's going on here, and why it matters to them.

The sometimes-alarmist tone of external communications has to give way to a clear-headed and sober view that there's a new class of problem out there, and organi-

zations are going to have to invest in a new class of responses.

There will be good days, and not-so-good ones. There will be no perfect solution.

Inevitably, business leaders will need to invest the tools and processes to understand and mitigate the new class of information risks just like they understand and mitigate financial risks, geopolitical risks, legal risks and so on.

And in one sense, the new security discussion really isn't all that new :)

Chuck Hollis, EMC
 Sourced from <http://chucksblog.emc.com>