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16	Engr. Naveenji Arun	INDIA

TABLE OF CONTENTS

ARPN	Journal of Engineering and Applied Sciences December 2014 Vol. 9 No. 12
Title:	Perfect shuffle algorithm for cryptography
Author (s):	Ernastuti
Title:	Combinatorial gray code for generating tree of permutation with two cycles
Author (s):	Sulistyo Puspitodjati, Henny Widowati, Asep Juarna and Djati Kerami
Title:	Discovering sequential disease patterns in medical databases using freespan mining and prefikspan mining approach
Author (s):	Silvia Rostianingsih, Gregorius Satia Budhi and Leonita Kumalasari Theresia
Title:	Heroic battle of Surabaya application based on android
Author (s):	Andreas Handojo, Justinus Andjarwirawan, Sandy Sunaryo and Resmana Lim
Title:	Analysis of the impact of information technology investments-a survey of Indonesian universities
Author (s):	Leo Willyanto Santoso and Yulia
Title:	Interactive game design for learning of united nusantara in the majapahit era
Author (s):	Liliana, Erandaru, Gregorius Satia Budhi and Silvia Rostianingsih
Title:	Implementation of wireless mobile sensor based on fuzzy logic control for LPG GAS pipeline leakage monitoring
Author (s):	Riny Sulistyowati and Kunto Aji
Title:	Vapor identification system using Quartz resonator sensor array and support vector machine
Author (s):	Hari Agus Sujono and Muhammad Rivai
Title:	Internet-based applications to help design security system in the organization
Author (s):	Agustinus Noertjahyana, Ibnu Gunawan and David Lawrence Kusuma
Title:	Open protocol framework for telepresence robot
Author (s):	Petrus Santoso and Handry Khoswanto
Title:	Pakar-ukm - expert system for smes using dynamic knowledge base
Author (s):	Mohammad Iqbal, Sigit Widiyanto, Haydan Mardhi Fadlillah and Herry Susanto
Title:	A low power low noise COMS amplifier for portable ECG monitoring application

Author (s):	Jun Giap Lau and Arjuna bin Marzuki
Title:	A nurse following robot with high speed kinect sensor
Author (s):	B. Ilias, S.A. Abdul Shukor, S. Yaacob, A.H. Adom and M.H. Mohd Razali
Title:	Feature-based support generation for optimum part deposition orientation in FDM
Author (s):	Khairul Fauzi Karim, D. Hazry, Abdul Halim Zulkifli, S. Faiz Ahmed, M. Kamran Joyo, Zuradzman M. Razlan, Khairunizam Wan and Shahriman AB Bakar
Title:	New embedded computing architecture using heterogeneous processors for fast processing and lower complexity
Author (s):	Muataz Hameed Salih, R. Badlishah Ahmed, L.A. Hassnawi, R. Kh. Al-Janabi and Omar. F. Yousif
Title:	Three descriptions of scalar quantization system for efficient data transmission
Author (s):	Hui Ting Teo, Mohd Fadzli bin Mohd Salleh
Title:	A low-power double balanced oscillator mixer design in 90nm COMS technology
Author (s):	Satish reddy N and S. SatheeshKumar
Title:	Implementation wastes in construction
Author (s):	Heydar Hashemi, Nima Haj Mohammad Hassani Mamaghani and Mojtaba Daei
Title:	The common-rail fuel injection technique in turbocharged Di-diesel-engines for aircraft applications
Author (s):	Luca Piancastelli, Leonardo Frizziero and Giampiero Donnici
Title:	Pressure and pressure derivative analysis for triple-porosity and dual-permeability systems in naturally fractured VUGGY reservoirs
Author (s):	Freddy Humberto Escobar, Rodolfo Gabriel Camacho and Juan Diego Rojas
Title:	A study on distributed data mining frameworks
Author (s):	Srimathi C, M. Subaji, Anu Soosan Baby and Deepu Raveendran
Title:	Analysis of variable speed PFC chopper fed BLDC motor drive
Author (s):	A. Jeya Selvan Renius, K. Vinoth Kumar, A. Arnold Fredderics and B. Raja Guru
Title:	Tasks scheduling technique using league championship algorithm for makespan minimization in IAAS cloud
Author (s):	Shafi'i Muhammad Abdulhamid, Muhammad Shafie Abd Latiff and Ismaila Idris
Title:	High performance of polysulfone ultrafiltration membrane: effect of polymer concentration
Author (s):	Sofiah Hamzah, Nora'aini Ali, Marinah Mohd Ariffin, Asmadi Ali and Abdul Wahab Mohammad

Title:	Hydrology and water quality of traditional rainwater harvesting drinking water pond at samuthirapatty village, dindigul district, Tamil Nadu
Author (s):	C. Mohamed Farook, P. Mariappan and T. R. Neelakantan
Title:	Modeling of new high voltage power supply with three-phase character for microwaves generators with one magnetron by phase under matlab simulink code
Author (s):	M. Bassoui, M. Ferfra, M. Chraygane, M. Ould Ahmedou, N. Elghazal and B. Bahani
Title:	Design and implementation of improved area efficient weighted modulo 2n+1 adder design
Author (s):	Dhanabal R, Roshni Gunerkar and Bharathi V
Title:	Alleviation of line overloads under contingencyby optmal utilisation of facts devices using evolutionary computation techniques
Author (s):	R. Medeswaran and N. Kamaraj
Title:	A method of side-peak mitigation applied to binary offset carrier modulated GNSS signals tracking applied in GNSS receivers
Author (s):	Hung Pham Viet, Chien Dao Ngoc and Khang Nguyen Van
Title:	A survey on applications of evolutionary techniques in web service selection
Author (s):	K. Mohan and C. Kalaiarasan
Title:	The analysis of strata form in holographic emulsion and a view of an image reconstructed with a Fourier- hologram
Author (s):	A.G. Prygunov, S.A. Sinjutin, A.A. Prygunov and E.S. Sinjutin
Title:	Design, study and optimization of a semiautomatic pasta cooker for coffee shops and the like
Author (s):	Luca Piancastelli and Leonardo Frizziero
Title:	Railway ballast scanning by means of dip system
Author (s):	Marco Guerrieri
Title:	Production of biodiesel from non edible ceiba pentandra seed oil having high FFA content
Author (s):	S. Kathirvelu, N. Shenbaga Vinayaga Moorthi, S. Neela krishnan, K. Mayilsamy and T. Krishnaswamy
Title:	Multi-response optimization of EDM performance characteristics using response surface methodology and desirability function
Author (s):	M. Janardhan
Title:	Pressure and pressure derivative analysis for fractured horizontal wells in unconventional shale reservoirs using dual-porosity models in the stimuled reservoir volume

Title: Road-signs detection and recognition in omnidirectional images S. Oukacha, O. El Kadmini and L. Masmoudi Title: Effects of chemical reaction and heat generation on a mixed convection stagnation point flow, heat and mast stransfer towards a stretching vertical porous flat plate Author A. Adeniyan and C. S. Ogwuegbu Title: Optimal power flow solution using cuckoo search algorithm Author Arul Ponnusamy and Rengarajan N Title: Automatic belt controlled wheel chair Gopu G., Geetha Devasena M S. and Lavanya G Gopu G., Geetha Devasena M S. and Lavanya G Title: Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems Ramesh P. and Manikandan V. Ramesh P. and Manikandan V. Title: Two dimensional stress analysis of structural members with central holes and edge notches Author Riyach J. Aziz, Adel A. Al-Azzawi and Hussam K. Risan Title: Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data Author Pavan Kumar Ciszete in industrial area Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. Kassim Title: Re-use of granite sludge in producing green concrete Author Aliam M. E., Bakhoum E. S. and Garas, G. L	Author (s):	Freddy Humberto Escobar, Karla María Bernal and Guiber Olaya-Marin
Author S. Oukacha, O. El Kadmiri and L. Masmoudi THE: Effects of chemical reaction and heat generation on a mixed convection stagnation point flow, heat and Author A. Adeniyan and C. S. Ogwuegbu A. Adeniyan and C. S. Ogwuegbu THE: Optimal power flow solution using cuckoo search algorithm Author A. Adeniyan and C. S. Ogwuegbu THE: Optimal power flow solution using cuckoo search algorithm Author Arul Ponnusamy and Rengarajan N THE: Automatic belt controlled wheel chair Gopu G., Geetha Devasena M S. and Lavanya G Statistical power flow solution using cuckoo search algorithm in linear discrete systems Ramesh P. and Manikandan V. Ramesh P. and Manikandan V. Title: Two dimensional stress analysis of structural members with central holes and edge notches Author Rayerala of suitability for urban planning and expansion analysis using quick bird satellite data Author Pavaan Kumar Title: Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data Author Pavaan Kumar Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. Kassim Title: Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. Kassim R	Title:	Road-signs detection and recognition in omnidirectional images
Title: Effects of chemical reaction and heat generation on a mixed convection stagnation point flow, heat and mass transfer towards a stretching vertical porous flat plate Author A. Adeniyan and C. S. Ogwuegbu Title: Optimal power flow solution using cuckoo search algorithm Author Arul Ponnusamy and Rengarajan N Title: Automatic belt controlled wheel chair Gopu G., Geetha Devasena M S. and Lavanya G Gopu G., Geetha Devasena M S. and Lavanya G Title: Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems Author Ramesh P. and Manikandan V. Title: Two dimensional stress analysis of structural members with central holes and edge notches Author Riyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. Risan Title: Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data Author Risadin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. Kassim Title: Re-use of granite sludge in producing green concrete Author Allam M. E., Bakhoum E. S. and Garas, G. L. Title: Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Warnwangi and Kihara Rurimo	Author (s):	S. Oukacha, O. El Kadmiri and L. Masmoudi
Atthor A. Adeniyan and C. S. Ogwuegbu Title: Optimal power flow solution using cuckoo search algorithm Author Arul Ponnusamy and Rengarajan N Title: Automatic belt controlled wheel chair Gopu G., Geetha Devasena M S. and Lavanya G Title: Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems Ruthor Rarnesh P. and Manikandan V. Title: Two dimensional stress analysis of structural members with central holes and edge notches Author Riyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. Risan Title: Appraisal of sultability for urban planning and expansion analysis using quick bird satellite data V. P. Mandal, Sham Shutrana, P.C. Pandey, S. Patairiya, M. Shamim, Sandeep Sharma, V. Tomar and Pavan Kumar Title: An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus liocated in industrial area Author Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. Kassim Title: Re-use of granite sludge in producing green concrete Author Aliam M. E., Bakhoum E. S. and Garas, G. L. Title: Developing empirical relationships to predict weld bead geometry of shielded metal arc welding S.M.Ravikumar and P.Vijian S.M.Ravikumar and P.Vijian S.M	Title:	Effects of chemical reaction and heat generation on a mixed convection stagnation point flow, heat and mass transfer towards a stretching vertical porous flat plate
Title: Author (s):Optimal power flow solution using cuckoo search algorithm Arul Ponnusamy and Rengarajan NTitle: Author (s):Arul Ponnusamy and Rengarajan NTitle: (s):Automatic belt controlled wheel chair 	Author (s):	A. Adeniyan and C. S. Ogwuegbu
Author (s):Arul Ponnusamy and Rengarajan NTitle: Author (s):Automatic belt controlled wheel chair 	Title:	Optimal power flow solution using cuckoo search algorithm
Title:Automatic belt controlled wheel chair Gopu G., Geetha Devasena M S. and Lavanya GTitle:Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems Ramesh P. and Manikandan V.Title:Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems Ramesh P. and Manikandan V.Title:Two dimensional stress analysis of structural members with central holes and edge notches RuthorRuthorRiyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. RisanTitle:Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data V. P. Mandal, Sham Shutrana, P.C. Pandey, S. Patairiya, M. Shamim, Sandeep Sharma, V. Tomar and Pavan KumarTitle:An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus located in industrial area Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. KassimTitle:Re-use of granite sludge in producing green concrete Aluthor (s):RuthorRe-use of granite sludge in producing green concrete Aluthor (s):RuthorDesign and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle:Developing empirical relationships to predict weld bead geometry of shielded metal arc welding S.M.Ravikumar and P.VijjanTitle:Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Kawakib K. Ahmed	Author (s):	Arul Ponnusamy and Rengarajan N
Author (s):Gopu G., Geetha Devasena M S. and Lavanya GTitle: Author (s):Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems 	Title:	Automatic belt controlled wheel chair
Title: Author (s):Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems Ramesh P. and Manikandan V.Title: Author (s):Two dimensional stress analysis of structural members with central holes and edge notches Riyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. RisanTitle: Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data V. P. Mandal, Sham Shutrana, P.C. Pandey, S. Patairiya, M. Shamim, Sandeep Sharma, V. Tomar and Pavan KumarTitle: An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. KassimTitle: Author (s):Re-use of granite sludge in producing green concrete Allam M. E., Bakhoum E. S. and Garas, G. L.Title: Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle: S.M.Ravikumar and P.VijianDeveloping empirical relationships to predict weld bead geometry of shielded metal arc welding S.M.Ravikumar and P.VijianTitle: Key S.M.Ravikumar and P.VijianEfficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Kawakib K. Ahmed	Author (s):	Gopu G., Geetha Devasena M S. and Lavanya G
Author (s):Ramesh P. and Manikandan V.Title:Two dimensional stress analysis of structural members with central holes and edge notches Riyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. RisanTitle:Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data Author 	Title:	Certain algebraic tests for analyzing a periodic and relative stability in linear discrete systems
Title:Two dimensional stress analysis of structural members with central holes and edge notches Riyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. RisanTitle:Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data Author (s):Title:Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data V. P. Mandal, Sham Shutrana, P.C. Pandey, S. Patairiya, M. Shamim, Sandeep Sharma, V. Tomar and Pavan KumarTitle:An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus located in industrial area Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. KassimTitle:Re-use of granite sludge in producing green concrete Author (s):Author (s):Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Warnwangi and Kihara RurimoTitle: (s):Developing empirical relationships to predict weld bead geometry of shielded metal arc welding S.M.Ravikumar and P.VijianTitle: (s):Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Awakib K. Ahmed	Author (s):	Ramesh P. and Manikandan V.
Author (s):Riyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. RisanTitle:Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data Author (s):Title:Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data 	Title:	Two dimensional stress analysis of structural members with central holes and edge notches
Title:Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data V. P. Mandal, Sham Shutrana, P.C. Pandey, S. Patairiya, M. Shamim, Sandeep Sharma, V. Tomar and Pavan KumarTitle:An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus located in industrial areaAuthorRadin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. KassimTitle:Re-use of granite sludge in producing green concrete Allam M. E., Bakhoum E. S. and Garas, G. L.Title:Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle:Developing empirical relationships to predict weld bead geometry of shielded metal arc welding s.M.Ravikumar and P.VijianTitle:Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Kawakib K. Ahmed	Author (s):	Riyadh J. Aziz, Adel A. Al-Azzawi and Hussam K. Risan
AuthorV. P. Mandal, Sham Shutrana, P.C. Pandey, S. Patairiya, M. Shamim, Sandeep Sharma, V. Tomar and Pavan KumarTitle:An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus located in industrial areaAuthorRadin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. KassimTitle:Re-use of granite sludge in producing green concreteAuthorAllam M. E., Bakhoum E. S. and Garas, G. L.Title:Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin filmsAuthor (s):Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle:Developing empirical relationships to predict weld bead geometry of shielded metal arc welding 	Title:	Appraisal of suitability for urban planning and expansion analysis using quick bird satellite data
Title:An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus located in industrial areaAuthorRadin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. KassimTitle:Re-use of granite sludge in producing green concrete Allam M. E., Bakhoum E. S. and Garas, G. L.Title:Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle:Developing empirical relationships to predict weld bead geometry of shielded metal arc welding S.M.Ravikumar and P.VijianTitle:Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Kawakib K. Ahmed	Author (s):	V. P. Mandal, Sham Shutrana, P.C. Pandey, S. Patairiya, M. Shamim, Sandeep Sharma, V. Tomar and Pavan Kumar
Author (s):Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. KassimTitle: Author (s):Re-use of granite sludge in producing green concrete 	Title:	An assessment of selected heavy metal concentrations (Pb, Cu, Cr, Cd, Ni, Zn) in university campus located in industrial area
Title: Author (s):Re-use of granite sludge in producing green concrete Allam M. E., Bakhoum E. S. and Garas, G. L.Title: Author (s):Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle: Author (s):Developing empirical relationships to predict weld bead geometry of shielded metal arc welding S.M.Ravikumar and P.VijianTitle: Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Zeyid T. Ibraheem, Md. Mijanur Rahman, S. N. Yaakob, Mohammad Shahrazel Razalli, Zaid G Ali and Kawakib K. Ahmed	Author (s):	Radin Maya Saphira Radin Mohamed, Farah Hanim Binti Che Aziz and Amir Hashim Mohd. Kassim
Author (s):Allam M. E., Bakhoum E. S. and Garas, G. L.Title: Author (s):Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films 	Title:	Re-use of granite sludge in producing green concrete
Title: Author (s):Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle: Author (s):Developing empirical relationships to predict weld bead geometry of shielded metal arc welding S.M.Ravikumar and P.VijianTitle: Author (s):Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Kawakib K. Ahmed	Author (s):	Allam M. E., Bakhoum E. S. and Garas, G. L.
Author (s):Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara RurimoTitle: Author (s):Developing empirical relationships to predict weld bead geometry of shielded metal arc welding 	Title:	Design and fabrication of a low cost portable spectrometer to investigate optical properties of thin films
Title: Developing empirical relationships to predict weld bead geometry of shielded metal arc welding Author (s): S.M.Ravikumar and P.Vijian Title: Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Author (s): Zeyid T. Ibraheem, Md. Mijanur Rahman, S. N. Yaakob, Mohammad Shahrazel Razalli, Zaid G Ali and Kawakib K. Ahmed	Author (s):	Benard R. Morumbwa, Patrick M. Karimi, Daniel M. Wamwangi and Kihara Rurimo
Author (s): S.M.Ravikumar and P.Vijian Title: Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Author (s): Zeyid T. Ibraheem, Md. Mijanur Rahman, S. N. Yaakob, Mohammad Shahrazel Razalli, Zaid G Ali and Kawakib K. Ahmed	Title:	Developing empirical relationships to predict weld bead geometry of shielded metal arc welding
Title: Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Author Zeyid T. Ibraheem, Md. Mijanur Rahman, S. N. Yaakob, Mohammad Shahrazel Razalli, Zaid G Ali and (s): Kawakib K. Ahmed	Author (s):	S.M.Ravikumar and P.Vijian
	Title: Author (s):	Efficient PAPR reduction of OFDM signal using pts technique with hybrid partitioning method Zeyid T. Ibraheem, Md. Mijanur Rahman, S. N. Yaakob, Mohammad Shahrazel Razalli, Zaid G Ali and Kawakib K. Ahmed

Title:	Fuzzy based automatic detection and classification approach for Mri-brain tumor
Author (s):	R. Karuppathal and V. Palanisamy
Title:	An improved QOS in the architecture, model and huge traffic of multi-media applications under high speed wireless campus network
Author (s):	Jameel Shehu Yalli, Aisha Hassan Abdallah Hashim, Suhaimi Bn Abd Latif and Md. Korshed Alam
Title:	A low power and area efficient cntfet based GDI cell for logic circuits
Author (s):	P. Reena Monica and V. T. Sreedevi
Title:	Machine crushed cow bones as a partial replacement of fine aggregates in lightweight concrete
Author (s):	Amaziah Walter Otunyo, Umenwo Lucky E and Sam Kingsley
Title:	Modelling and analysis of accent based recognition and speaker identification system
Author (s):	Kasiprasad Mannepalli, Panyam Narahari Sastry and V. Rajesh
Title:	Performance analysis of an interior permanent magnet synchronous motor using brain emotional learning based intelligent controller
Author (s):	Shakila Banu A and Wahidabanu RSD
Title:	Performance comparison of OFDM system based on dmwtcs, DWT, and FFT using QAM modulation technique
Author (s):	Sameer A. Dawood, F. Malek, M. S. Anuar and Suha Q. Hadi
Title:	Real time speech recognition based building automation system
Author (s):	G. Muthuselvi and Saravanan B
Title:	Reliable payment gateway component selection using fuzzy and prism classifiers
Author (s):	K. R. Sekar, K. S. Ravichandran, Saikishor Jangiti and J. Sethuraman
Title:	Spectrum sensing analysis using PSD based entropy detection of DVB-T signal
Author (s):	N. Swetha, Panyam Narahari Sastry and Y. Rajasree Rao
Title:	Steganalysis with classifier combinations
Author (s):	J. Anita Christaline, R. Ramesh and D. Vaishali
Title:	Analysis of the flow force in the fuel components supply valves of the aircraft engines
Author (s):	Asgat G. Gimadiev, Dmitry M. Stadnik and Dmitry S. Bratchinin



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ANALYSIS OF THE IMPACT OF INFORMATION TECHNOLOGY INVESTMENTS-A SURVEY OF INDONESIAN UNIVERSITIES

Leo Willyanto Santoso and Yulia Department of Computer Science, Petra Christian University, Surabaya, Indonesia E-Mail: leow@petra.ac.id

ABSTRACT

In recent years, the utilization of information technology has been magnificently increased in service industries, particularly, education institution, which by using Information Technology related products such as academic information system and learning management system. In Indonesia, universities invest enormous resources in information technology (IT), with little evidence of the latter's effectiveness. Stakeholders struggle with gauging how effective or ineffective making these investments truly is, given the lack of instruments of measurement by which to establish, for instance, an internal rate of return or a period of recovery on investments. This paper investigates the impact of investment in information technology on the return on assets (ROA) of selected private universities in Indonesia for the period 2008 - 2014 using Adapted Information Economics. By using this method, it is possible to implement into other university. Primary and secondary data were collected during this research. The study recommends that universities should increase investments in software, hardware and infrastructure which will enhance their Management Information System and profitability.

Keywords: IT investments, management information system, university, impact, return on assets.

INTRODUCTION

Information is an important resource in the operation and management of organizations. The availability of appropriate information is vital for effective performance of managerial functions such as planning, organizing, staffing, directing and controlling. Indeed, today's organizations run on information using information system. An information system encompasses transaction processing systems, management information systems, decision support systems, and strategic information systems.

In recent years, the utilization of information technology has been magnificently increased in service industries, particularly, education institution, which by using Information Technology related products such as academic information system and learning management system. Therefore, many organizations are competing to invest in order to optimize the resources at their disposal

The huge of money of which must be paid to invest in information technology (IT) makes many people began to wonder, "are we spending enough or too much on information technology?". The fact states that the benefits of IT investments can be counted (tangible) or uncounted (intangible). These benefits are also there which can be felt directly and there are also only be felt after a certain period of time.

Much of the research on investment analysis of information technology (IT) has been carried out for the various fields in recent years, particularly by developing countries, for example in Fiji [1], in Mexico [2] and in China [3]. Analysis of IT investments in the banking industry has done in Nigeria [4], Ghana [5] and Kenya [6]. Analysis of IT investments in telecommunications companies in France have also been carried out [7]. In Turkey, has done an analysis of IT investments on national and multinational companies [8], while in China a similar study on the industry supply chain [9].

In Indonesia, universities invest enormous resources in information technology (IT), with little evidence of the latter's effectiveness. Stakeholders struggle with gauging how effective or ineffective making these investments truly is, given the lack of instruments of measurement by which to establish, for instance, an internal rate of return or a period of recovery on investments. There is also no evidence by which to link IT investment to improvements in a university's performance.

This paper investigates the impact of investment in information technology on the return on assets (ROA) -The return on assets measures the rate of return on the assets by the university - of selected universities in Indonesia for the period 2008 - 2014 using Information Economics. In this study, IT investment level, IT usage, IT at making decision process concepts and their effects on technology orientation, future orientation and university performance were investigated and a research model was developed. The study specifically assesses how the adoption of MIS by universities' management in Indonesia impacted on the service performance of their universities in term of returns on assets.

Furthermore, the paper basically is divided into five sections. Section one is the introduction as above; Section two is the literature review and theoretical framework. Section three is the research methodology adopted for the study, followed by section four which is discussion of results and findings, and section five is about conclusion and recommendations.

INFORMATION ECONOMICS

Information Economics (IE) is a set of equipment (tools) to quantify the computational costs and benefits of an IT project [10]. This method was introduced by



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Marilyn M. Parker and his team of IBM in 1985, which is used to quantify the cost and benefits of IT projects. IE method is a development of the Cost Benefit Analysis (CBA) traditional. IE was developed because of the needs of the company to find out how the economic impact of IT investments on the company.

IE is used to analyze the costs and benefits, which quantify the cost of IT project results, are expected to provide benefits to the company. The basis of IE is value which can be regarded as a size and cost incurred by the company, which is associated with the progress of the company's business. Meanwhile, according to Robson (1997, p237) IE explicitly evaluating investment alternatives and information systems by identifying and evaluating, scoring, and ranking, the positive factor (value) and negative factors (risk or uncertainty) from a set of potential investment candidates.

Value is based on the profit from the competition, reflected in the performance of present and future dating [10], which will increase profits in excess of its competitors and the value will make the management is willing to do investment. Cost is a measurement of the amount of resources needed to obtain a product [10]. Cost specified in the measurement currency (e.g. rupiah or dollars). In IE, there are two types of costs, namely investment cost and ongoing cost. Maintenance costs are included in the ongoing costs.

IT Benefits are divided into two categories: tangible benefits and intangible benefits. Tangible benefits are benefits that directly affect the level of corporate profits, while the benefits are intangible benefits that seem to have a positive influence on the company but do not directly affect the company's profit [11, 12].

Activities within a company can be divided into two major parts, namely the business activities and technologies that support business activities [10]. The term "domain" itself is used to characterize the two different activities. IE uses the two domains as a model. From the standpoint of the business domain, the value created by the use of IT, such as an increase in revenue, cost reduction, and increased effectiveness. From the standpoint of technology domains, can be seen the value of the benefits derived by the business domain.

Cost Benefit Analysis is the most common technique used to quantify the costs and benefits of an IT project [13, 14]. To perform a cost benefit analysis, it must first determine the costs and benefits are worth to be taken into account, how costs and benefits weighted, and to achieve all this, what obstacles would be likely to arise. Cost is the amount of resources allocated/spent to finance the project. Meanwhile, the benefit is savings, cost reduction, profitability, increase effectiveness or productivity of the employees. The costs will be calculated by using the development costs and running costs worksheet. While the benefits will be calculated using Linking Value, Value Acceleration, and Value Restructuring, Valuation and Innovation techniques. After determining the expected benefits and costs of project implementation, the relationship of these benefits against the costs needs to be defined [15]. There are several approaches used to develop the relationship between costs and benefits, including:

• Simple Return on Investment (ROI)

This technique is also called the accounting rate of return. Simple ROI is the ratio of the average net income of the project on the project's internal investment. This method is excellent for project data processing or information systems. Expected implementation costs, operational costs and benefits are determined for many years to come.

• Present Value (PV)

The present value is a future amount of money that has been discounted to reflect its current value, as if it existed today. The present value is always less than or equal to the future value because money has interestearning potential, a characteristic referred to as the time value of money.

$$PV = \frac{(C)t}{(1+i)^t} \tag{1}$$

Where (C) t is the future amount of money that must be discounted, t is the number of compounding periods between the present date and the date where the sum is worth (C) t, and i is the interest rate for one compounding period.

• Internal Rate of Return (IRR)

The internal rate of return (IRR) is a rate of return used in capital budgeting to measure and compare the profitability of investments. IRR calculations are commonly used to evaluate the desirability of investments or projects. The higher a project's IRR, the more desirable it is to undertake the project. Assuming all projects require the same amount of up-front investment, the project with the highest IRR would be considered the best and undertaken first. Because the internal rate of return is a rate quantity, it is an indicator of the efficiency, quality, or vield of an investment. This is in contrast with the net present value, which is an indicator of the value or magnitude of an investment. An investment is considered acceptable if its internal rate of return is greater than an established minimum acceptable rate of return or cost of capital.

Analyze proposed project by looking at the IRR calculation is as follows: IRR greater than required rate of return, the project is acceptable. Moreover, if IRR < required rate of return, the project is rejected.

• Net Present Value (NPV)

NPV is the difference amount between the sums of discounted: cash inflows and cash outflows. It compares the present value of money today to the present value of money in the future, taking inflation and returns into account (Hayes *et al*, 2005). This method uses a discount

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rate that is determined by the cost of capital to establish the present value of a project. NPV formula is as follows:

NPV =
$$\sum_{t=0}^{n} \frac{(C)_{t}}{(1+i)^{t}} - \sum_{t=0}^{n} \frac{(C_{0})_{t}}{(1+i)^{t}} = \sum_{t=0}^{n} \frac{R_{t}}{(1+i)^{t}}$$
 (2)

where: t is the time of the cash flow, i is the discount rate and Rt is the net cash flow i.e. cash inflow - cash outflow, at time t.

Reviewing the proposed project NPV gives instructions (indicated as follows): NPV is positive means the project proposal is acceptable. NPV is 0 means neutral. NPV is negative means the project proposal is rejected

RESEARCH METHODOLOGY

This research uses both descriptive and field survey research methods with a population of 5 private universities in Indonesia. The research uses primary and secondary data of selected universities. For the secondary data, it is a time series data therefore the data to be used for this study is pooled data that examines the impact of information technology project on the Return on assets.

Research methodology that has been conducted by the researchers can be seen in the Figure-1.

Firstly, the benefits of information system must be identified. Identification of the obtained benefits with the implementation of information system divided into two parts, namely the tangible benefits and intangible benefits. Tangible benefits were collected from reduced operating costs directly on the economic worksheet impact. While intangible benefits will be calculated by the concept of value linking, value acceleration, value restructuring, and innovation valuation. A preliminary study based on the extent of the use of IT in universities. Semi-structured interviews were held with the executive management, middle management and operation management, focusing on the benefits achieved from the IT investments at operational level.



Figure-1. Research Method.

In the IE framework, the values and risks are needed to be weighted. To find the weighting for the value and risk, necessary tools like questionnaire are needed. Questionnaires carried out on people who are concerned and aware and involved in the SI Academic. This questionnaire is on a 5-point likert scale, with 1 indicating excellent benefits, and 5 indicating no benefits at all.

Next, the evaluation of the financial domain includes CBA analysis, linking value, value acceleration, and value restructuring. The evaluation of business domains includes strategic match analysis, competitive advantage, competitive response, management information systems, and organizational project risk. Evaluation of technology domain includes analysis of strategic architecture, definitional uncertainty, technical uncertainty, and IS Infrastructure Risk. Finally, the weight of the simple ROI calculation, combined with the assessments of the business domain and the technology domain, are then combined using the IE scorecard.

DISCUSSION AND RESULTS

There is value and risk of information systems in the context of business domains and technology domains that enable to quantify financially because of the values and risks are generally intangible.

In the IE framework, the weighted value and risks are needed. Questionnaire is a required tool to determine the weighted value and risk. Questionnaires carried out on people who are concerned and aware and involved directly in the information system.

The factors in the business domain are divided into five categories, namely financial values, strategic



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values, stakeholder values, risk strategy competition, and organizational risk and uncertainty. Whereas in the technology domain is divided into three categories, namely: strategic values, competitive strategy risk, and organizational risk and uncertainty. The weighted value is presented in Table-1.

investment costs are a must. Investment costs include the

cost of hardware and software. The cost of the hardware is all expenses associated with the purchase of physical computer equipment. The example of initial investments in the hardware is computer server, memory, and storage. The cost of the software is all expenses associated with the purchase of software for the server. The example of initial investments in the software is operating system and database management system.

In the system development and implementation,

	Business Domain	Condition	Weighted Score
Fina	ancial Value		
	Return on Investment	High	+ 4.6
Stra	tegic Value		
	Strategic Match	High	+ 4.7
	Competitive Advantage	Medium	+ 4
	Competitive Response	Medium	+ 4
	Management Information for CSF	High	+ 4.7
Stal	keholder Value		
	Service and Quality	Medium	+ 4.7
	Environmental Quality	High	+ 4.3
	Agility, Learning and Empowering	High	+ 3.7
	Cycle Time	Medium	+ 4
	Mass Customization	Medium	+ 3.7
Cor	npetitive Strategy Risk		
	Business Strategy Risk	Fair	- 3
Org	anizational Strategy Risk and Uncertainty		
	Business Organization Risk	Fair	- 3
	Technology Domain	Condition	Weighted Score
Stra	tegic Value		
	Strategic IT Architecture	Fair	+ 3.7
Cor	npetitive Strategy Risk		
	IT Strategy Risk	Low	- 2.3
Org	anizational Strategy Risk and Uncertainty		
	IT Definitional Uncertainty	Low	- 1.3
	IT Technical and Implementation Risk	Medium	- 4
	IT Service Delivery Risk	Fair	- 3.7
Tot	al of Value		+ 46.1
Tot	al of Risk and Uncertainty		- 17.3
i			J

Table-1. Weighted value.

In addition to the initial investment costs, running costs are also calculated for 5-year calculated from the year 2012 to the year 2017 in the development of this system, running costs will be incurred include maintenance costs of software, labour costs, and the cost of electricity.



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Value linking is used to evaluate financially the combined effects of improving performance of a function any consequential results from a separate function. Some

of the effects that result in improved performance as intangible benefits such as increasing employee productivity and reducing human error.

Business Domain	Condition	Score
Financial Value		
Return on Investment	High	+ 1
Strategic Value		
Strategic Match	Fair	+ 4.3
Competitive Advantage	Fair	+ 3.7
Competitive Response	High	+ 4.7
Management Information for CSF	High	+ 5
Stakeholder Value		
Service and Quality	High	+ 5
Environmental Quality	Fair	+ 4
Agility, Learning and Empowering	Fair	+ 4.3
Cycle Time	High	+ 4
Mass Customization	Fair	+ 4
Competitive Strategy Risk		
Business Strategy Risk	High	- 4.7
Organizational Strategy Risk & Uncertainty		
Business Organization Risk	Low	- 4.7
Technology Domain	Condition	Score
Strategic Value		
Strategic IT Architecture	High	+ 4.7
Competitive Strategy Risk		
IT Strategy Risk	Low	- 2
Organizational Strategy Risk & Uncertainty		
IT Definitional Uncertainty	Medium	- 3
IT Technical and Implementation Risk	Medium	- 3.6
IT Service Delivery Risk	Fair	- 4
Total of Value		+ 44.7
Total of Risk and Uncertainty		- 22

Assessment on the business domain consists of 5 categories, namely: financial values, strategic values, stakeholder values, strategic competitive risk, and organization of risk and uncertainty. While, assessment of the technology domains include: strategic values, competitive strategy risk, and organization of risk and uncertainty. Table-2 summarizes the assessment of business domain and technology domain.

After weighting and scoring, IE Scorecard was created. It can be seen in Figure-2.

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Figure-2. IE Scorecard.

After doing the calculations of weighted score and get the value of 120.8, then this value will be incorporated into the likert scale to determine and assess how much influence investment and information technology systems to universities. This value is inserted into a likert scale with maximum and minimum values obtained from Table-2. Based on these values, the score of predicate Table is designed to categorize feasibility scores of a project. Predicate Table can be seen in Table-3 with a value of 120.8, the project is considered good and worthy to be applied and developed to support the activities of the business processes at the university.

Table-3. Predicate Table of IT Project.

Score	Predicate
164 - 210	Very Good
109 - 163	Good
54 - 108	Fair
(-1) - 53	Low
(-65) - (-2)	Very Low

After performing the analysis, an application was developed in order to facilitate the calculation of ROI, NPV, and IE Score. The program was created by using Microsoft SQL Server 2005 for the database and the Microsoft Visual Basic Net 2010 as programming language. The main form of the application can be seen in the Figure-3.

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		Project	antum .	
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Figure 3. The Main Form.

The weighting form is used to calculate the weighted values and risks. The interface of this form can be seen in the Figure-4.

roject ID	014		Pembobotan ID	006			
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Strategic Values				Competitive Strategic	Rek		
- Strategic Match		5		competence countys		4	
- Competitive Adv	vitage	4	•	IT Strategic Risk			
- Competitive Res	one	4	-	Organizational Strates	sic Risk and Uncertaint	DV	
- Management Inf	amation for CESa	5	-	- IT Definitional Unce	stainty	-2	
				- IT Technical and In	plementation Risk	-4	-
Stakeholder Value		5	-	- IT Service Delvery	Bak	3	
Service and Qual	ey .						
Enviromental Qua	itty	4	-				
Agilty, Learning,	and Empowering	4					_
Cycle Time		4	-	A	dd Edt	Dec	k
Mass Customizati	on	4	-				
Competitive Strate	p Rek						
- Bussines Strateg	ic Risk	-3					
Organizational Stra	tegic Risk and Unceta	ainty					
Bussines Organiz	ation Risk	-2	-				
PEMBOB	TAN_ID PROJECT_	ID ROI	SM	CA	CR	MIS	5
000	014	5	5	4	4	5	5

Figure-4. The Weighting Form

The IE scorecard form is used to calculate the IE Score and saved into the database. This form can be seen in the Figure-5.

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Figure-5. The IE Scorecard Form.

CONCLUSIONS

Overall, the obtained results from the questionnaires in IE Scorecard resulting in a total project value of 120.8. Using the predicate Table, the value of 120.8 means the project gets a good rating. This shows that the project of university information Systems is feasible to develop.

The study recommends that universities should increase investments in software, hardware and infrastructure which will enhance their Management Information System and profitability. These results should



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be important to university managers and practitioners beside IT researchers; because IT investments have a vital role today's organizations. The investments' costs are important for organizations. Hence, IT's role in the organizations and maximize the benefits of IT are very important for performance and success of the organizations in the future. This study can be done in universities at developed country such as Australian and the results can be compared.

Information Economics has shown that an investment in information technology is not adequately evaluated mathematically only. There are values which can not be quantified, which is a unique value in the business domain and technology domain that needs to be considered. The results of this research will be more accurate if there is more in-depth analysis including intangible benefits.

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