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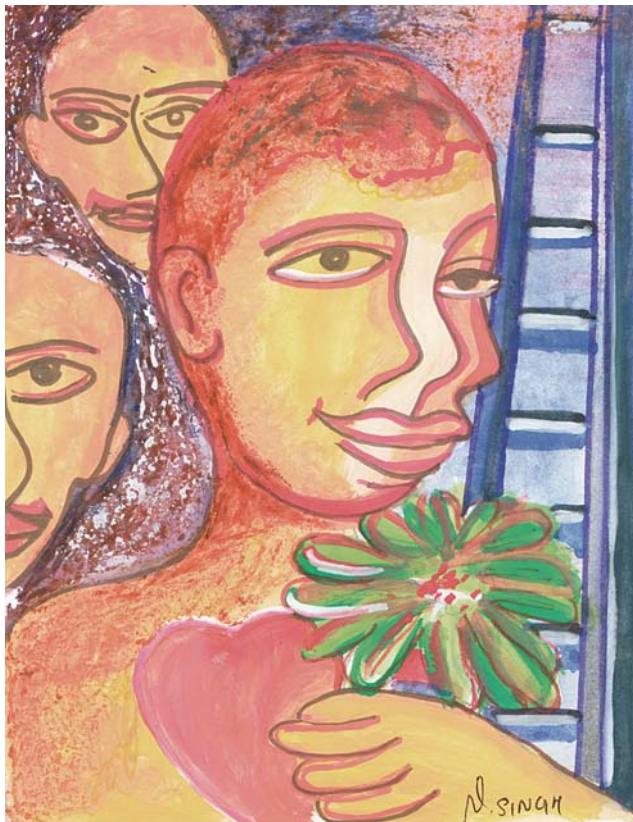
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FEBRUARY 2005 Vol. 1 - ISSUE 7 Rs. 30/-

Wear your **HEART** on your sleeve

Managers should not hesitate to show their emotions in their workplace. To succeed, they need to put their emotional energy to good use

- By Prof. Rishikesh T. Krishnan



Motivated by the success of companies in the software and pharmaceutical sectors, many Indian companies today relish the challenge of becoming globally significant companies. The business press paints pictures of the top managements of ambitious companies as visionary leaders. At least in theory, companies recognize that for transformational change to occur, leadership cannot be confined to the top echelons of the company. Therefore, many companies launch leadership initiatives and leadership development programs. But how many of these companies have a genuine belief in leadership?



The reason I have doubts on this score is that companies appear to be unwilling to deal with some of the realities of leadership. One of these is the link between leadership and emotions.

As a consultant, I have participated in several discussions on candidates being considered for promotion in companies. A criticism voiced about some candidates is they are too emotional - meaning that the person shows anger, impatience, and sticks to his point of view in a raised voice long past the time his superiors see it as politically correct to do so. Women are more likely to be described as emotional than men. In this framework, the ideal manager is measured, consistent, even-voiced and tempered. He never shows his emotions and is firm without demonstrably appearing to be so.

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Volume 1 Issue 3.

Printed, published and owned by Benedict Paramanand and printed at Rukmini Prakash & Mudra, 38, Behind Modi Hospital, Nagapur, Bangalore – 560 086; and published at Bangalore.

Editor – Benedict Paramanand, # 2, Bilden Park, G M Palya, Bangalore – 560 075.

Mission

To be an effective resource of information, knowledge and perspective to managers

Publisher & Editor	Benedict Paramanand
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Design	John Quadress
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Management Consultant	Ranganath Iyengar, Strategic Interventions

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Online Edition: <http://www.managementnext.com>

For advertising details

www.managementnext.com/advertise

Subscription details

Per copy: Rs. 30/-

Annual Subscription: Rs. 300/- (12 Issues)

For out of Bangalore cheques add Rs. 120/-

Design: Digidot Media Solutions, Bangalore
www.digidotmediasolutions.com

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However, leaders, by nature, tend to be emotional in their approach. While the emotions they express and evoke in others may affect the rhythm of day-to-day work, they also create the possibility of major leaps ahead. As Abraham Zaleznik wrote in his seminal article on the difference between managers and leaders, "Leaders attract strong feelings of identity and difference or of love and hate. Human relations in leader-dominated structures often appear turbulent, intense, and at times even disorganized. Such an atmosphere intensifies motivation and often produces unanticipated outcomes."

Is demonstrating one's emotions a strength or a weakness? I am not condoning the abusive or violent executive. Nor outbursts that impair the dignity of others or those that are in bad taste. But surely, suppression of all emotions or bottling up all emotions in order to present a bland exterior cannot be a good way of dealing with them. Such suppression only increases stress and creates a market for stress-busting therapies!

Besides, the passion and drive to achieve a big vision need emotional energy to be sustained. Why then do we create executives with feet (or should I say hearts) of clay as our exemplars of management?

Of course, for many organizations, positive emotions are fine and seen as motivational in impact. But negative emotions are a clear "no-no". Why this attempt at creating unsymmetric, warped people? Human beings need to be human, not necessarily like the Buddha. They have to be humans, warts and all. "Perfect" managers who do not show any signs of emotion may also set up feelings of inadequacy in creative individuals who thrive on the emotional energy that goes with the quest for innovation and demotivate them as a result.

Another disadvantage of being critical of emotions is that this reinforces the glass ceiling women often come up against in organizations. Surely, this is contrary to the diversity mantra, a current favorite of many companies.

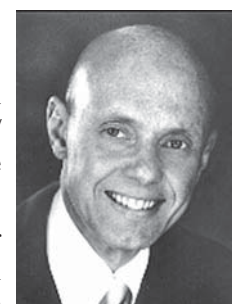
I am not advocating that being emotional be looked at as an added qualification. Instead, what I am suggesting is that "being emotional" need not be a disqualification from responsible roles in organizations. There is a wide range of literature and intervention techniques that can help individuals transform negative emotional energy into positive energy. For example, in one of the last publications before his untimely death (*A Bias for Action*, co-authored with Heidi Bruch, HBS Press, 2004), Sumantra Ghoshal advocated simple tools like forming mental pictures, processing disturbing thoughts with a trusted person and injecting humor into one's outlook for this purpose.

Indian organizations need to make big leaps to face up to the competition in global and local markets. In a business environment where generating new business was easy such as the software industry in the last decade, management rather than leadership was adequate. But for the small firm seeking to grow large today, or the large firm trying to become disproportionately larger, managerial goals that typically arise out of "necessities rather than desires" (Zaleznik, 1977) are woefully inadequate. In such a context, the importance of leaders rather than managers is obvious. It is therefore surprising that companies still look for "machine managers".

The author is a faculty at Indian Institute of Management, Bangalore

Stephen Covey's 8th Habit

Stephen Covey's 15-year old classic *The Seven Habits of Highly Successful People* has certainly changed the way many people live today. But Covey believes there's one more habit that people in the information/knowledge era need to incorporate to achieve personal and organizational excellence - **"Find your voice and inspire others to find theirs."**



Covey sees leadership "as a choice to deal with people in a way that will communicate to them their worth and potential so clearly they will come to see it in themselves." His holistic approach starts with developing one's own voice, one's "unique personal significance." The bulk of the new book *The 8th Habit: From Effectiveness to Greatness*, published in January 2005, details how, after finding your own voice, you can inspire others and create a workplace where people feel engaged. This includes establishing trust, searching for third alternatives (not a compromise between your way and my way, but a third, better way) and developing a shared vision. If organizations operated with Covey's ideas—and ideals—most people may find work much more satisfying.

Covey's conviction to write the 8th Habit is because today's world, compared to 15 years ago, is a vastly changed place. The challenges and complexity one faces in relationships, families, professional lives, and communities are of an entirely new order of magnitude.

Being effective as individuals and organizations is no longer merely an option — survival in today's world requires it. But in order to thrive, innovate, excel, and lead in what Covey calls the 'New Knowledge Worker Age', we must build on and move beyond effectiveness. The call of this new era in human history is for greatness; it's for fulfillment, passionate execution and significant contribution.

Accessing the higher levels of human genius and motivation in today's new reality requires a sea change in thinking: a new mind-set, a new skill-set, a new tool-set — in short, a whole new habit. The crucial challenge of our world today is to find our voice and inspire others to find theirs.

How NTPC manages to stay on top

The public sector National Thermal Power Corporation (NTPC) has done it again, second time in a row – of being voted the third best employer in India. This is not among the public sector units but among all the companies put together.

The *Business Today* survey in 2003 and *Business World* survey in 2004 have given NTPC a status unimaginable for an Indian PSU. How a PSU, in a boring business of power generation, became such an enviable place to work is worth exploring.

A culture built on the management philosophy of excellence in execution is the key to NTPC's success. And fortunately for NTPC, this culture of setting targets and sticking to it, started by its first chairman D V Kapur, way back in 1975, still stays.

Success in execution can come only when people are highly motivated. The company has been adopting an interesting system of resorting to only entry level recruiting and keeping outside appointments to minimum. C P Jain, Chairman & Managing Director says that the HR practices have been continuously upgraded to include development centers, 360 degrees feedback for business leaders on voluntary basis, psychometric tests for all new recruits, learning initiatives like professional circles, mentoring system and values actualization drives.

It wasn't a surprise to Mr. Jain that an intensive organizational climate survey in the company had indicated very high sense of organizational pride among the employees. The attrition rate is an insignificant one plus percent. This could be perhaps opportunities outside the power sector is minimal. But with NTPC's order book always full, people had opportunities to work on different projects, at different locales, that kept them challenged.

It's clear that NTPC's achievements are due to its ability to strike a fine balance between concern for the employees with a high performance work culture. What's surprising is how this PSU was able to protect its culture so stoutly despite political interference and trade unionism that have ruined most of its cousins.

With the power sector reforms the last frontier of the reform process NTPC will face pressure to retain its talent when more MNCs come calling with big paychecks.



C P Jain, CMD, NTPC

Why 'fine' is worse than f***

When it comes to succeeding in today's competitive marketplace, the word 'fine' is just as vulgar and undesirable as other four-letter words that begin with F. If your reputation is *fine*, you're in trouble. People rarely get excited in life about things that are fine, and they rarely have emotional connections to them, says William Arruda, a personal branding guru in an article titled *5 Marketing Career Tips to Thrive in 2005* at www.marketprofs.com.

If you were to win the marketer of the year award next year, what would you win for, he asks. Succeeding as a marketer in the new millennium is all about being outstanding and standing out. It's about having a reputation for something, not a hundred things. So, if your career plan involves improving all of your weaknesses so that you become average at everything, forget it. Moving forward is about flaunting your strengths.

If you are the most creative copywriter, focus on that. If you are the most efficient and organized account executive, make it more visible. If you are the zany team leader who gets all of the marketing functions talking and laughing, be more of that. Just don't be fine.

To him, if your Google search comes up empty, you don't exist. When people want to know about you, they will type your name into the world's leading search engine to see what it reveals about you. Whether you are applying to be the VP of Marketing or pitching some work as an advertising consultant, you can count on being Googled. So, managing your online identity is crucial.

Virtual working is no longer a fantasy

Wouldn't it be nice to live in virtual world, with a virtual butler, a virtual multi-million dollar company and all your business processes running on a virtual server? While much of this is pure fantasy, virtualisation software is already a reality and the market has just got a whole lot more crowded with Microsoft's launch of Virtual Server 2005.

In an article in ITproportal.com, Ben Chai separates fantasy from reality with a look at virtualisation software and Microsoft's Virtual Server 2005. His virtual server acts as a logon server, a file and print server, a web server and an accountancy database server. The virtualisation software enables migration from old operating system software to newer ones without the hassle and cost involved in upgrading hardware.

What this means is that you can drive a virtual Lamborghini and live in a virtual castle with some fantastic virtual maids, butlers and chauffeurs who love you to bits even as your virtual company has all its business processes running on a virtual server.

Users are now being forced to upgrade to Microsoft Windows 2003 because the latest hardware may not support

Windows NT. The solution may be a Virtual Server 2005 where you can create a virtual Windows NT box with your Windows NT based applications running on top of it.

To Ben Chai, the downside with this is the need to create a single point of failure for several servers should any of the hardware go wrong and it is essential that companies have some sort of disaster recovery, such as disk clustering or server shadowing, in place. "However, even with this extra hardware in place it is still substantially less expensive than purchasing the equivalent number of servers."

MetaMemes brainstorming card deck



If you're looking for a unique, multi-faceted tool to help you and your team to develop more creative, divergent ideas, then you ought to consider investing in MetaMemes, a fascinating new brainstorming card deck.

MetaMemes consists of 214 cards that contain an impressive variety of ideas, concepts and inventions. Each card features a brief explanation of a concept, along with a colorful, whimsical illustration. Topics include everything from "Heisenberg's uncertainty principle" and "Dungeons & Dragons" to "gross out" and "mambo chicken." This diversity should help users of MetaMemes to develop widely divergent ideas, according to a report in www.innovationtools.com.

MetaMemes was developed by Kes Sampanthar, a creativity trainer and speaker who was looking for an engaging way to collect and utilize the best ideas he had come across. He designed MetaMemes to encourage fun and laughter, which tends to be a great catalyst for creative ideas.

During this creative card game, you take idea, word and object cards from the deck and combine them to produce new ideas. A brain with a sense of adventure and a sense of humor are all that you need to play this game. MetaMemes is ideally suited for group brainstorming, where it is sure to get players chuckling and laughing while creating inventive new combinations of objects, ideas and concepts — some of which may be viable ideas or steppingstones to other ideas. But MetaMemes is equally well suited to individual ideation.

A meme is a unit of cultural information that gets transmitted in a viral fashion from person to person. Homer Simpson's famed "D-OH!" expression, the "Got Milk?" advertising campaign, teens wearing their hats backward and even rude hand gestures are all examples of memes in action. Hopefully, MetaMemes will have a similar impact on the world of creative problem-solving.

The Power of Thinking Without Thinking

Malcom Gladwell's take on the impact of first impression on decision making

This headline might sound silly but that's the title of Malcolm Gladwell's second book that hit the stands in January 2005. The author of the best seller *The Tipping Point: How Little Things Can Make a Big Difference* (Little, Brown, 2000) has come out with yet another powerful theory called 'momentary autism' that will make business leaders sit back and ponder.

Momentary autism is a term Gladwell uses to describe what happens when our ability to read people's intentions is paralyzed in high-stress situations. He argues that by distilling the first few seconds in which we interact with a person, product, or idea into what is useful information and what is misleading, we can learn to make better decisions. "We talk endlessly about what it means to think about a problem, deliberative thinking and rational thinking," he told a journalist at *Fast Company* (Jan.2005 issue).

Gladwell knows that what he propounds are not earth-shattering ideas but simple truths that people don't give attention to. His editor Henry Finder at *The New Yorker* perhaps understands Gladwell the best when he recounts: "A 'Malcolm Gladwell story' is an idea-driven narrative, one focused on the mundane rather than the bizarre. It takes you on a journey in and out of research through personal, social, and historical moments, transports you to a place you didn't know you were going to end up, and changes the way you think about an idea." All of 41, Gladwell has made the leap from a generalist staff writer at *The New Yorker* to marketing god. He's now ranked 27th in Accenture's ranking of top 50 business gurus.

The business community's fervor for Gladwell and his work, particularly *The Tipping Point*, stems from this potent mix of the entertaining with the perspective-shaking. In *The Tipping Point*, Gladwell reveals a map for how ideas, products and behavior become contagious within a culture. He traces the word-of-mouth life cycle through the people who start and then accelerate it, whom he dubs "connectors," "mavens," and "salesmen."

What Gladwell advocates in *Blink: The Power of Thinking Without Thinking* is the idea that we can teach ourselves to sort through first impressions to "figure out which ones are important and which ones are screwing us up." While most of us would like to think our decision making is the result of rational deliberation, he argues that most of it happens subconsciously in a split second. This process — which Gladwell dubs "rapid cognition" — is where room for both error and insight appears. Many of the snap judgments we make are based on previously formed impressions and are

competing with subconscious biases such as emotions and projections. Once we become aware of this, Gladwell argues, we can learn to control rapid cognition by extracting meaning from a "thin slice" of information.

Hiring is one area where we tend to fall into the "dark side" of rapid cognition, says Gladwell. He conducted a study to showcase how we often succumb to what he calls the "Warren Harding error" (Harding being, he says, "one of the worst presidents in American history," who nevertheless radiated "all that was presidential"). Polling about half of the *Fortune* 500 companies, Gladwell discovered that the vast majority of their CEOs were at least 6 feet tall (only about 14.5 percent of all American men are 6 feet or taller). What does this say about the way we hire? "We have a sense of what a leader is supposed to look like," he writes. "And that stereotype is so powerful that when someone fits it, we simply become blind to other considerations."



Don't take customer's first reaction seriously

It's also dangerous as to how first impressions cripple breakthrough ideas and innovation. Gladwell tells the story of furniture maker Herman Miller Inc. in the early 1990s, when it created a new office chair. It was made of plastic and mesh, and while it was created as the "most ergonomically correct chair imaginable," he says, it was just plain ugly. Focus groups, facility managers, and ergonomics experts all despised it. Why? "They said they hated it," writes Gladwell. "But what they really meant was that the chair was so new and unusual that they weren't used to it."

Gladwell argues that it's a mistake to rely on the first impressions of customers who are inherently biased against the unfamiliar. Herman Miller execs went against the market research, stuck with their instincts, and created the Aeron, which eventually became the company's best-selling chair ever. "What once was ugly has become beautiful," he writes. Unless you're willing to take that kind of leap, he says, you're condemned to doing knockoff, me-too chairs.

For every Herman Miller "going with your gut" success story, though, there are 100 flops by companies that didn't listen to customers. Gladwell acknowledges this, but notes, "only by accepting the risk of failure will [a company] ever hit a home run." Relying on the good judgment of your staff, he believes, is the key ingredient for a new kind of decision-making environment, and judgment is what companies should be screening for when hiring. With the right people in place, companies can liberate themselves from their obsession with data-driven decisions.

How Ghosn pulled Nissan out of the dumps

Carlos Ghosn's success in resurrecting Nissan is special because he did it in Japan using non-Japanese methods

By Benedict Paramanand



It's still early, but Nissan's Carlos Ghosn is the clear front-runner in the race for best automotive CEO of the 21st century. Since taking over a virtual basket case in 1999, he has driven Nissan to an 11 percent operating margin, the highest of any major automaker even slightly ahead of Toyota Motor Corp. What's interesting is Ghosn has put down his

experience in a memoir called *Shift Inside Nissan's Historic Revival* (published in December 2004 by Random House)

Like the best-selling memoirs of Jack Welch, Lou Gerstner, and Larry Bossidy, *Shift* is a fascinating, behind-the-scenes look at what it takes to transform and re-create a world-class company. The book is sure to become an invaluable guide for business readers of every ilk.

The main thrust of *Shift* is to detail the "Nissan Revival Plan," which brought that company back to profitability in less than three years. Under that plan, Ghosn (pronounced like "phone") eliminated 21,000 jobs, closed five factories, increased funding for research and disentangled Nissan from its *kieretsu*, a Japanese network of permanent financial, human and business relationships. Abandoning that *kieretsu* was crucial to the revival.

Ghosn first learned the management principles and practices that would shape his decisions at Nissan while rising through the ranks at Michelin and Renault. Upon his arrival at Nissan, Ghosn began his new position by embarking on a three-month intensive examination of every aspect of the business. By October 1999 he was ready to announce his strategy to turn the company around with the Nissan Revival Plan.

In the plan, he consistently challenged the tradition-bound thinking and practices of Japanese business that inhibited Nissan's effectiveness. In fact, Ghosn introduced changes in every corner of the company, from manufacturing and engineering to marketing and sales. He updated Nissan's car and truck lineup, took risks on dynamic new designs and demanded improvements in quality—strategies that quickly burnished Nissan's image in the marketplace, and re-established the company in the minds of consumers as a leader in innovation and engineering.

It is believed that Ghosn's multicultural background made him unusually well-suited to take on the Nissan challenge. He was born in Brazil to Lebanese immigrants. As a child he moved to Lebanon and then on to France, where he earned engineering degrees from the prestigious Ecole Polytechnique and Ecole des Mines de Paris. Along the way he picked up five languages, a love of logic and numerical precision, and an ability to feel his way through unfamiliar cultural terrain.

Perhaps Ghosn's biggest test was overcoming the deep denial inside Nissan about the company's perilous condition. In Japan, such large companies were viewed as simply too big to fail. If the *keiretsu*-linked banks didn't rush to the rescue, most execs figured, then the government would. In reality, though, a decade of economic stagnation had frayed such insider ties severely.

Perhaps Ghosn's biggest test was overcoming the deep denial inside Nissan about the company's perilous condition

Ghosn first had to determine just how deep the financial rot ran. He then set up cross-functional Renault and Nissan management teams in engineering, design, and sales. These were told to uncover every problem and set new, realistic-but-tough performance goals. And Ghosn made it clear he would tolerate no backsliding: "If you disagree with the plan," he writes, "you've got to leave the company."

As cost savings and debt reduction freed up cash, Ghosn took daring steps to rejuvenate the Nissan brand. He revived the Z-series sports-coupe line with the Nissan 350Z, a model discontinued in 1996. In the U.S., Nissan leaped into new markets with the Murano SUV and the Quest minivan. Nissan also prospered from high-profit, full-size vehicles such as the Titan truck, Armada SUV, and Infiniti QX56.

Nissan's business plan for the near future is strangely termed the 180 Plan. Under this, it is targeting an additional 1 million units between October 2004 and September 2005 – that's the '1' in the number – while the '8' represented an 8 percent annual profit margin (achieved in 2001 and exceeded in fiscal 2002), and the '0' referred to 'zero automotive debt' achieved in May last year.

As Nissan finds itself again on a fast lane, the cult of Ghosn inside Japan has zoomed. He admits that his adulation aided the turnaround, but at the end of the day, it will be the cars that matter. Ghosn also counts himself lucky for arriving in a Japan so fed up with its post-bubble malaise that it was open to change. But whether it was luck or talent, Ghosn's efforts have had an impact in Japan that goes beyond Nissan.

Internet tops innovation list

Internet tops the list of 25 great innovations in the past quarter century. CNN.com reported that the list was picked by a panel of technology leaders assembled by the Lemelson-MIT Program.

Interestingly, the group hoped to single out “25 non-medically related technological innovations that are being widely used since 1980, have had a direct and perceptible impact on our everyday lives, and/or could dramatically affect our lives in the future.”

Top innovations:

1. The Internet 2. Cell phone 3. Personal computers 4. Fiber optics 5. E-mail 6. Commercialized GPS 7. Portable computers 8. Memory storage discs 9. Consumer level digital camera 10. Radio frequency ID tags 11. MEMS 12. DNA fingerprinting 13. Air bags 14. ATM 15. Advanced batteries 16. Hybrid car 17. OLEDs 18. Display panels 19. HDTV 20. Space shuttle 21. Nanotechnology 22. Flash memory 23. Voice mail 24. Modern hearing aids 25. Short Range, High Frequency Radio

Recombinant Innovation

There is a school of thought that believes that breakthroughs happen not with out-of-the-box thinking or other facile forms of corporate creativity, but through the effects of community — the milieu, the culture, and the

camaraderie in which innovators find themselves.

The author of this contrarian concept Andrew Hargadon is not just an academic but also had some street experience having worked with Apple



Computers on its revolutionary laptop design. Professor Hargadon has also written, perhaps one of the best new books on innovation, *How Breakthroughs Happen: The Surprising Truth About How Companies Innovate* (Harvard Business School Press, 2003), based on the collaborative experience of innovation.

Professor Hargadon designed and developed a much-admired component of the Apple Macintosh laptop computer: the power transformer “gull wings,” the sleek white retractable tabs that jut out from the power supply so the cord can be elegantly and easily wrapped around them. He freely acknowledges that he borrowed (or, as he prefers to call it, “brokered”) the gull-wing idea from the cord tabs on vacuum cleaners. One can trace the concept back from there to the

cockpit doors of World War II fighter jets, and perhaps even to actual seagull wings.

He believes that innovators rarely come up with new ideas; instead, they convert old ideas into new ones, adapting them from one context to another. Professor Hargadon calls this “recombinant innovation.” He cites many examples of this process in addition to the gull wings. Marco Polo brought pasta to Italy from China. Henry Ford adapted his automobile assembly-line technologies from meatpacking plant assembly lines. The Reebok “pump” was an athletic-shoe air bladder borrowed from intravenous bag technology. Pop musicians from Elvis Presley to the Byrds to P. Diddy have “sampled” tunes and themes across genres. Even abstruse and highly specialized technologies like polymerase chain reaction have their roots in the existing practices of other genres.

The take-away for business leaders from this book is — you don’t have to rely on independent geniuses. Just put talented, imaginative people in work environments where there is open-minded give and take and a feeling of freedom to introduce the kinds of disruptive ideas that shake up the marketplace and the competition.

But the reality, the professor acknowledges is human innovation at its best does not just have a communal nature; it has an uncontrollable and drunken spirit. Inventing new devices and making them pay off is an organizationally messy process that corporations will tolerate only to a point. Indeed, most innovation-promoting practices in corporations, whatever their intent, actually operate not to freely *foster* innovation but to *control* it. Perhaps the real “innovator’s dilemma,” Professor Hargadon observes, is the danger that true inventiveness poses to an engineer’s employment status when organizational insecurity and controls overpower the this spirit.

He further argues that companies are often better off with only a small amount of innovation: Many of the most successful companies intensively focus on balancing freedom and flexibility with absolute operating efficiency. Intel, for example, restricts its innovation to a few technological domains, and practices fierce control otherwise; once the company is happy with the design of a wafer fabrication plant, it will “copy it exactly” in its other locations, says Professor Hargadon, “down to the paint on the wall.”

IBM donates patents

In a major departure from previous practice IBM will release 500 of its software patents into the open development community. This means developers will be able to use the technologies without paying for a licence from the company

IBM has more patents than any other corporation so it can afford to give away a few but why is it doing so? IBM claims it is about innovation leadership but it will also boost the open source movement and help to create a bulwark against Microsoft.

Are you Stressed? --Watch your thoughts!



Renu Khazanchi offers simple yet effective methods to beat stress

Economic progress and material comforts is resulting in the rise of stress related discomforts. Colleagues at workplace confess to being overwhelmed by the situations they are confronted with. Friends and neighbors confide about the loss of sleep due to some worries. Recognizing the enormity of stress and its impact on our physical and mental health is imperative. Stress induced disorders are pandemic in today's world.

When we are overwhelmed by our everyday concerns and conflicts and when events do not turn out as per our expectations, we experience stress. Many situations, be they in our social realm or the workplace, give us the feeling of being out of control. Non-achievement of our personal goals and aspirations makes us feel unworthy and puts us into a whirl of unhappiness.

At work place role ambiguity, work dissatisfaction, perceived lack of rewards and recognition and person-environment fit contribute to our state of discomfort. An area of high dissatisfaction and stress, which looms across classes, across geography, across age groups, is unmet expectations in relationships. Unhappy relationships with parents, spouse, boss, neighbors, and friends are a source of stress for many. The difference is in knowing that a temporary upset is different from being in a continued state of unhappiness. Our natural state is joy, thus a deviation in the form of anger, irritation and hostility over an extended period takes us away from equilibrium. Not knowing how to de-stress and return to the original state is what forms the genesis of ill health.

What does this chronic stress do to us? It has enormous consequences when it manifests in the form of disease. Today modern medicine has accepted that 80 percent of diseases are psychosomatic i.e. arising from our thoughts. Dr Deepak Chopra has focused our attention on the mind-body connection and how our thoughts determine the health of our body. Reams have been written about how hostility and crass materialism leads to hypertension and cardiac disease. Some year's back heart disease was associated with the elderly, but today it is common amongst the young as well.

Some of the other commonly known diseases that could be caused by psychosomatic factors are hyperacidity, diabetes, backache, hypertension, insomnia, and depression. The common cold is again an outcome of low immunity levels caused by chronic stress. Continued thoughts of anger, helplessness, suppression of feelings, are all ingredients for reducing the immunity of the body and therefore easily prone to disease. Therefore an understanding of how our thoughts and our mind play a role in our health is crucial. Not only can we avoid the rounds to the doctor and hospitals but we can be more



productive and can use our potential much more once we know the source of our discomfort and find mechanisms to cope with the issues at hand.

Patanjali, the Indian guru of Yoga taught us many years back about yoga being a science of the mind. Today most of us think of yoga as a physical exercise with the practice of *asanas* and *pranayama*. Patanjali defined yoga as arresting the mental turbulence and disturbance. Yoga is a discipline of the mind and *asanas* are a powerful tool towards building and maintaining our balance. This gives us the power to choose our responses to the external situations we face.

It leads to the inside –out paradigm in its truest form.

For those of us who lead very jam-packed lives and cannot accommodate yoga and meditation, it is possible to adapt a few things to reap the benefit of the wisdom of the ages. Simple practices can yield quantum results in battling our stress. Just as we slowly and steadily build high levels of stress by continued thoughts of hostility and perceived threats to our well being we need a counter-veiling force to maintain equilibrium.

While a lot of external factors are not in our circle of influence, some of the steps we can take are:

- Not speaking when not required. Unending talking and speaking drains us of energy. We need to be aware of not defending our views at all times. So watch out for the next 'gossip session'
- Closing our eyes and focusing on the breath at convenient times at our desk is very useful. The duration can be as little as 5 minutes. It's a very powerful way of regrouping ourselves before we take up another task
- Taking a walk outside the office during lunch is helpful because one is changing the context and moving away from the babble
- Not eating any food when disturbed/emotionally upset. One needs to eat in a calm state. Don't head for that pizza or the fudge when upset.
- We are what we eat. Eating light and freshly cooked meals contribute immensely to good health. White flour products, colas and intoxicants to be gradually excluded from the diet.
- Reclaiming joy in our life through activities can rejuvenate us. Join a gym, dance class, learn music, or play with children.
- Finding worthy goals to pursue, reading from the wisdom literature to keep us anchored and realize our worth just as we are rather than chasing ever-elusive goals.

The author works on talent development for IBM BTO HR

Tips to manage your office smartly



Entrepreneurs on the move need patience, a little humility and loads of discipline to get around efficiently

by Ranganath Iyengar

Communication today is a prime need for any business and occupies more than 40 percent of anyone's work schedule. For an entrepreneur with limited resources, it assumes a lot more importance since one often needs to work with minimalist organization support. To communicate effectively, good housekeeping of information is critical. Let us look at some practical and cost effective ways of managing information.

The basics...

Get a good computer for your work – a laptop is recommended since you can carry your work with you or a PC at office and one at home for the same budget. Make sure you have a CD writer on one of the PCs. Get yourself a full suite of office productivity tools, fax software, anti virus, personal firewall and low end document management software.

A multifunction device (scanner, printer, fax and copy all in one), a cell phone with calendar function/ speakerphone / travel & car charger, a low end PDA to store additional addresses, a good quality headset, web camera, few blank read/write CDs, a broadband connection and maybe a USB Thumb drive completes your ensemble.

Fill in all the warranty cards for your devices and make sure you have a good quality dust proof bag to carry you laptop if you have one. Get your information organized before you communicate.

Data creation & storage: Create your data directories in a different partition on your computer –you can thus reinstall your operating system without disturbing the data and also limit the damage in case of virus attacks. Create a folder for each year and under that one for each month since it is easy to remember the time and data for each transaction. Archive it once in 15 days taking incremental backups – 2-3 CDs can store all your transaction information for a year! You can also interface your video camera and store media clips instantly on your PC/Laptop if you have a fire wire port.

Email/E post: This is easily the most frequently used communication channel. Do not keep emails on the web! Download emails into your PC or laptop for offline access and replying. You can have all your email accounts download into a single email program like Outlook and also build in simple email rules to move different emails into subject folders automatically. Create folders for each year and archive your email once a quarter to avoid clutter. Offline backups are best for old emails since you may need to retrieve them

sometime. You can also use E Post services to send white mail to people through your email who do not have email access. Send emails to cell phones while the other person is traveling to keep costs low.

Print information and fax/e-fax: Setup a personal digital library for all print information with folders the same way you would set up your physical filing –sitting once a week with all the paper clippings and your scanner does the trick. With simple e-fax software you can send and receive faxes electronically and you can forward any print information that is electronically stored as well.

Data access/backup on the move: Get yourself an FTP site (available on rent with any hosting services provider) and keep any data that you want to access/ backup remotely on that site. With a simple FTP site, you can access/backup data anywhere with simple internet access. Password-protect the site. Alternately, use a simple CD / USB (thumb drive) to carry information when unable to carry a laptop for any meetings.

Voice, text/voice/video chat, phone cards and VOIP: CDMA / WLL phones are much cheaper than GSM if you do not travel overseas. CDMA gives the best value for money presently. PC to PC or PC to phone voice communication is greatly improved and several options are available such as yahoo, msn or skype (VOIP) for the uninitiated. These are great especially for overseas communication and with broadband access, you can use your headset / web camera as well. Get a phone card if you want to call a phone number through your PC.

Mobile phone, PDA & schedule/contact management: Most mobile phones have good scheduling / contact management software so you can use them for SMS, appointments (you can sync up with your PC in most phones), notes and reminders and also back up all of your contacts on your PDA/PC. A low end PDA ensures that you can carry as many phone numbers as you want. If you add in offline contact management software, you can even track conversation logs and key discussions.

The final word....All of the above takes discipline, patience and a little humility to learn, respect and use.

The author is the founder of Strategic Interventions India P Ltd. (www.siiplconsulting.com). He was till recently a country solutions business manager with HP ISO.



The Branding Paradox

by Bill Nissim, November 2004

In today's business environment, marketing plays a subservient role in imperatives that drive strategic trajectories. Branding, primarily viewed as a subset of marketing, receives even less notice. The business paradox, more specifically, is the link between branding and an organization's market value; nevertheless, organizations view it as unrelated.

The brand paradox is compounded by erroneous conceptions of what marketing is and the real impact it plays in business valuation. A quick test: why would you consider buying Nike's shoes or invest in its stock? Because its P/E ratio is 20.3—or because you have an overwhelming desire to associate with this brand identity?

www.marketingprofs.com

Empirical Assessment of Coherence in Information Technology Firms

Karthik D; Basant Rakesh

Coherence is the ability to discover new – potentially profitable – combinations of various types of knowledge assets where complementarity is the basis for relevant combinations. Assets are considered complementary if doing (more of) any one of them increases the returns to doing (more of) others. Despite its strategic importance, few studies have addressed the issue of coherence in the Information Technology (IT) industry. This paper develops a novel methodology assess the extent of complementarity and coherence in the IT firms grounded in 'sensemaking', evolutionary economics, and strategic management.

This paper uses managerial perspective for defining businesses. Managers and IT experts identify a typical IT firm based on the dimensions of applications (verticals) and specializations (service lines). Another feature of this paper is the use of survivor principle for assessing complementarity.

<http://www.iimahd.ernet.in/publications/>

Incentive Outlay Ratios in Fast Moving Consumer Goods Sector

Vyas Preeta, Vikalpa April-June 2004

Inflationary trends in economy have led to increased media costs, forcing many companies to increased expenditure on sales promotion activities. It has been recognized that well-planned sales promotion activities have a strategic role to play in brand building and enhancing customer loyalty. This study examines the nature of schemes offered in the FMCG (fast moving consumer goods) category, to find out ratio of incentive and outlay (which the consumer is expected to make to avail sales promotion offers), explore the relationships, find out the rationale behind these offers, and provide guidelines to managers designing sales promotion activities.

Eight different product categories were selected for the study. Information on actual offers made in these categories in a quarter was compiled and tabulated through content analysis in terms of brand, MRP (maximum retail price), offer

(size of the incentive offered), nature of the scheme, pack being promoted, and outlay. Variations in I/O (incentive-outlay) ratios across product categories revealed that the non-food category exhibited more variations than the food category. The level of incentive in the nonfood category was higher than that of the food category, 0.33 (33 percent) was the most frequently offered level of incentive; Bonus pack followed by free gift and price offs were the popular tools used across product categories; Except for toilet soaps, in other categories medium to large pack was promoted more often.

The findings suggest that managers need to be creative to create an impact otherwise consumers would tend to be less loyal to any brand in a category and drift from one promoted brand to another. Several propositions generated in this research need to be addressed in future research. Factors to be considered and managerial issues concerning the design are also discussed.

Measuring Service Quality

Sanjay K Jain (Delhi School of Economics, Delhi)

Garima Gupta (Kamla Nehru College, Delhi), Vikalpa, volume 29, number 2, April-June 2004

Consensus still continues to elude the service quality literature as to which one of the two widely advocated service quality scales, viz., SERVQUAL and SERVPERF, is a better measure of service quality. The preoccupation of past studies has been with evaluation of psychometric soundness of the service quality scales. No empirical work has been done to appraise the diagnostic ability of these scales in providing managerial insights for corrective actions in the event of quality of shortfalls. Based on a consumer survey of Indian fast food restaurants, this paper assesses the methodological as well as managerial soundness of the unweighted and weighted versions of both the scales and provides suggestions for their effective use by service firms in future.

<http://www.iimahd.ernet.in/vikalpa/>

IBM Post PC: A New Era for Personal Computing

By: Steve Kleynhans, David Cearley META Group Research – Article

Rather than abandoning the end-user business after selling off its PC division, the we believe IBM will move to establish a new personal computing era built on several of the organization's technology assets and industry-standard technologies.

IBM's sale of its PC division is part of a broader strategic shift toward a new business and computing model, which it calls On Demand Business. With the sale, IBM is freed from the need to protect a long-term Wintel client hardware business and can more aggressively challenge Microsoft.

According to an internal memo by Sam Palmisano, IBM "will continue to play a significant role in creating innovations for individuals" and it is "investing heavily to create the computing platform of the future." IBM is not abandoning the end-user computing market, and we believe it is in the early stages of a new attack on this market.

<http://www.itproportal.com/>

Tipping Point

The Tipping Point is the name given by epidemiologists for the dramatic moment in an epidemic when everything can change all at once. The flu, for example, can be held in check for a long time without being an epidemic. But suddenly, once some threshold is crossed in terms of number of people infected, things get much worse very quickly. Malcolm Gladwell's premise is that in addition to applying to viruses, this type of pattern is observed in many other situations.

"The best way to understand the dramatic transformation of unknown books into bestsellers, or the rise of teenage smoking, or the phenomena of word of mouth or any number of the other mysterious changes that mark everyday life," writes Malcolm Gladwell, "is to think of them as epidemics. Ideas and products and messages and behaviors spread just like viruses do." Although anyone familiar with the theory of memetics will recognize this concept, Gladwell's *The Tipping Point* has quite a few interesting twists on the subject.

For example, Paul Revere was able to galvanize the forces of resistance so effectively in part because he was what Gladwell calls a "Connector": he knew just about everybody, particularly the revolutionary leaders in each of the towns that he rode through. But Revere "wasn't just the man with the biggest Rolodex in colonial Boston," he was also a "Maven" who gathered extensive information about the British. He knew what was going on and he knew exactly whom to tell. The phenomenon continues to this day—think of how often you've received information in an e-mail message that had been forwarded at least half a dozen times before reaching you.

Kingdomality



Many years ago there was a period of time that is often casually called "Medieval." It was a time, so the storytellers tell us, of tiny kingdoms, brave knights and ferocious dragons.

Transportation and travel were both crude and difficult, usually necessitating that each kingdom be as self sufficient and self reliant as possible. Therefore it was very important that within each kingdom all the major crafts and

professions of the day were ably Kingdomality

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Transportation and travel were both crude and difficult, usually necessitating that each kingdom be as self sufficient and self reliant as possible. Therefore it was very important that within each kingdom all the major crafts and professions of the day were ably represented to insure the survival of the kingdom. In the English language we still see remnants of

some occupations in the familiar surnames such as Smith (as in the village smithy), Carpenter, Miller, and Baker to name just a few.

Interestingly enough, beyond the specific title the vocation also took on its own greater personality. This personality preference can also give a broader understanding of the basic complementary style and types necessary to the kingdom's survival, or perhaps any organization's success. Although the specific vocation influenced the name, it was no accident that certain personality types and styles gravitated to certain occupations. The personality of these jobs suited the inclinations of the jobholders, and the predecessor to modern day job descriptions was born. The successful matching of a jobholder's personality to the personality and unique requirements of the job was necessary to the kingdom's survival, or perhaps any organization's success. The successful kingdoms were able to blend the differences into a powerful and formidable entity.

Even though we now appear to have the freedom to explore many different career alternatives, each of us still has a medieval vocational personality within us. This personality, properly identified and understood, can motivate our success but, if ignored, may set the stage for our ultimate failure.

Kingdomality is a revolutionary, effective, and entertaining way of managing people in any work environment.



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YOUR CARGO - OUR CONCERN

The CEO's path to the top: How times have changed

When Edward D. Breen was named chairman and CEO of scandal-plagued Tyco International in July 2002, one national magazine reasoned that he had taken on a job that would make “lesser CEOs quake in their wingtips.” But Breen’s footsteps to the top were not just steady; they also tracked a new pathway to the executive suite, one no longer dictated by the older, company-trained, academic-elite candidates. Breen was 46, a graduate of a non-Ivy League school and, to everyone’s relief, had moved up the corporate ranks of another company entirely, never holding a job at Tyco until he was named CEO.

As one of the top human resource executives at EDS, Tracey M. Friend found that her entrepreneurial background was a plus when she interviewed for the job of portfolio manager for recruitment services. A graduate of the University of Florida, the 35-year-old Friend had already built and sold her own Internet recruitment and training company and worked for two competing technology companies before joining EDS last August. “Skills and capabilities open the doors, not degrees,” she said.

And when Ed W. Flowers, 48, was named senior vice president for human resources at Russell Corp. — the Atlanta-based apparel company — in July 2003, he had no reservations about joining the executive ranks of a company where he had never worked. “People advance in their careers today based on performance,” said Flowers, a graduate of the University of North Carolina at Charlotte who had previously been global head of HR for the Merisant, a Chicago-based maker of table sweetener products. Advancement is “not based on an entitlement mentality.”

Good-bye, Organization Man.

In a new study that compares Fortune 100 executives in 1980 with their counterparts in 2001, Peter Cappelli, director of Wharton’s Center for Human Resources, and Monika Hamori, a professor at Instituto de Empresa in Madrid, have documented what business people like Breen, Friend and Flowers, along with many others in the corporate and recruiting worlds, have no doubt already witnessed: The road to the executive suite and the characteristics of the executives who get there have changed significantly over the last two decades.

To summarize: Today’s executives are younger, more likely to be female, and less likely to have Ivy League educations. They make their way to the executive suite faster than ever before (about four years faster than their counterparts in 1980), and they hold fewer jobs along the way. They spend about five years less in their current organization before being promoted, and are more likely to be hired from the outside.

What’s more, the Organization Man, the lifelong corporate

employee who worked his way faithfully and slowly up the executive ladder, appears to be headed out the door — increasingly nudged, apparently, by women. According to Cappelli and Hamori’s *The Path to the Top: Changes in the Attributes of Corporate Executives 1980 to 2001*, not a single woman held a top management job in the Fortune 100 in 1980. In 2001, 11% of the Fortune 100 top executives were women. Compared to men, the women executives are younger (47 vs. 52); move into executive positions faster (21 years vs. 25 years), and are less likely to be lifetime employees (32% vs. 47%).

“From the 1950s through the 1970s, American executives looked a lot alike,” write Cappelli and Hamori. “They tended to be model organization men who stuck faithfully with the companies that first hired them, and they climbed methodically up the corporate ladder until, at last, they retired. The dominant notion during this time was that a business career ran its course *inside* a corporation.”

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According to Cappelli, *Fortune* magazine editor William H. Whyte put the phrase “Organization Man” on the map when he wrote a book by that title in 1956, posing what was then viewed as a novel question: “Why would executives ever leave their firms?” Further studies answered that question: In the Organization Man era, executives only left the fold if a company didn’t deliver on its promise of upward mobility. But, write Cappelli and Hamori, “there were hints throughout the 1970s that things were changing ... Our research puts executive careers under the microscope once again.”

In a recent interview, Cappelli acknowledges that he is still unsure what to call this new corporate executive model. But he is definitely convinced of two things. First, the new model “is here to stay, through the conceivable future.” Cappelli points out that by focusing on the more conservative, larger Fortune 100, the study utilized companies “most likely to be able to retain the traditional model of organizational careers.” So if these august, institutional business models have experienced change over the last 20 years — as they have, according to this research — then “it’s likely that the changes we measured would be [even] greater in smaller corporations,” Cappelli writes. And even though 45% of executives in 2001 are still

classified as “lifers” — those who spend their entire careers in one company — the percentage is down from 54% in 1980. Also, the number of “lifers” in young companies (those existing for 30 years and less) is only 17%.

Second, the new model clearly underscores that “different skills are being rewarded, and that a new type of executive will benefit from this trend,” says Cappelli. “The businessman in the gray flannel suit — the person who was nameless and had no independent profile but fit into the organization — that person clearly suffers in this model. People who can promote themselves clearly win. It’s tempting to say that people with more merit get ahead now, although I’m not exactly sure that this is true because it’s hard to judge real merit. But the people who appear to have merit clearly have the advantage in this model.”

According to Cappelli, executive search firms play a role in this changing path to the top, but he’s not sure to what degree. “Head hunters are a big part of the story. They both benefited from and caused” many of the changes during the last 20 years.

“Whether they were driving it is an interesting question. I would say that they responded (to the trend), and once they got in there, they facilitated the move very quickly. Ironically, one of the complaints that you hear from executive recruiters today is that it’s difficult to find people to move around because no one has any experience any more. How do you assess talent without a proven track record? It’s hard to get objective measures when you are trying to decide, ‘Is it the steak or the sizzle?’”

When presented with these findings, executives from several search firms had different reactions. “I certainly tell people that staying with one company is a negative,” says Franklin D. Marsteller, an executive search consultant with Spencer Stuart in Philadelphia. “I think that the movement between companies is a plus. A progressive resume does make people look very valuable.”

But Marsteller believes that recruiters played no role in the changing market. “We really only respond to our clients’ trends. We don’t generate trends,” he says. “I think the bigger issue over the last 20 years has been clearly not pedigree, but performance. The 1980s were the transition years away from the Ivy League and the country club set to performance and

results, and the faster the better. Ed Breen, the new Tyco CEO, is an example. He was a rising star at Motorola before we recruited him.”

Kenneth L. Kring, a senior partner with Heidrick & Struggles who founded the executive search firm’s Philadelphia office in 1997, isn’t sure whether search firms played a role in the changing path to the top. “But what I do know is that people move quicker, and the requirements of leading organizations have gotten harder,” says Kring.

“The skill sets required are less developmentally traceable. The learning curves are steep and people fail in jobs like they have never failed in before because organizations are measuring things differently and have less patience.”

Cappelli agrees that not only has the path to the CEO’s office changed, but the role of the CEO has changed along with it. “Management jobs today are really very much about projects,” he says. “They are hiring CEOs and executives to do certain things — not to fill a job but to do X or Y. They are hiring them as a substitute for doing strategy. And the person that they are looking for becomes the strategy.”

In conclusion, Cappelli and Hamori write: “Overall, there may be something of an ‘Is the glass half full or half empty?’ issue in interpreting these results. Despite all the discussions about corporate job-hopping and an open labor market for executives, one might say that almost half of these top executives in 2001 were still in the company where they held their first job, and the average executive had been there 15 years.

There is clearly some stability in the careers of top executives in 2001. On the other hand, these are the largest companies in the world with the biggest internal labor markets and the strongest policies oriented around promotion from within.

If more than half their top executives now come from the outside, roughly half their careers have been spent elsewhere, and both the percentage of lifetime careers and average tenure are falling significantly, then something is clearly different about how executive careers operate now. The ‘Organization Man’ model has clearly eroded.”

This article excerpt, published in the Knowledge@Wharton newsletter 12 - 25 Jan 2005, is reprinted under a content license agreement



Avis Project

Avis.com is the largest Car Rental site in the world, growing at 25-30% annually. During peak hours, the site registers around 1.5 million hits. Of these, 1,50,000 are unique visitors and 12,000 are for reservations.

Avis wanted an e-commerce application, built using BEA Weblogic application server, to allow customers to check rates and make reservations online. This global, multi-lingual application had to offer personalization, based on the customer's renting profile and location. And, provide a means to deliver web based campaigns. The project also involved the development of a sophisticated content management system using Interwoven's suite of technologies. In addition, the content management system had to allow business users to control the content delivered to end customers on their web sites.

Today, the application has been live for more than 2 years, with a rapidly growing user base. There are approximately 1100 users who register with Avis.com every day. What's more, there's \$5-\$6 saving on every rental made to the customer.

http://www.mindtree.com/mindspeak/whitepapers_avis.htm

Sarvodaya Samiti

Debasis Pradhan (Doctoral Student, IRMA, Anand)

This case presents the situation faced by Pradip Mohanty, Coordinator of Sarvodaya Samiti, an NGO, which is involved in the production, processing, and marketing of honey. He is concerned about the decision the Samiti should take on joining the proposed consortium as this has implications for its stakeholders. He is also in a dilemma whether the Samiti should retain the brand of honey called 'Sarvodaya Samiti' and market the same independently. The case presents several policy/regulatory, strategic, and marketing issues and aims at sensitizing the discussants to the issues in rural marketing.

<http://www.iimahd.ernet.in/vikalpa/past/>

Environment-Strategy-Performance Linkages: A Study of Indian Firms during Economic Liberalization

Sougata Ray (IIM, Calcutta), Vikalpa Volume 29, Number 2, April-June 2004

Firms from emerging economies which transform themselves to adopt to the changing institutional environment during economic liberalization have generated a lot of interest among management scholars and practitioners alike. This paper presents an analysis of the corporate-strategic behaviour of firms in India. Based on existing theories, the author develops a multivariate model to explore the contingency linkages of environment, corporate strategy, and performance.

It is observed that environment played a significant role in shaping firm strategies and performance during reforms. Environmental munificence and competitive intensity

influenced firm strategies and performance. However, the effect of environment on firm performance was moderated by firm strategies. Among the corporate strategies, scale expansion strategy was found to be most effective as it yielded superior profit and market performance. The study did not find support for the general belief that firms which become more focused and adopt defensive strategic orientation perform better during deregulation.

Airbus A3XX: Developing the World's Largest Commercial Jet (A)

April, 2004, Benjamin C. Esty, Michael Kane

In July 2000, Airbus Industrie's supervisory board is on the verge of approving a \$13 billion investment for the development of a new super jumbo jet known as the A3XX that would seat from 550 to 1,000 passengers. Having secured approximately 20 orders for the new jet, the board must decide whether there is sufficient long-term demand for the A3XX to justify the investment. At the time, Airbus was predicting that the market for very large aircraft (VLA), those seating more than 500 passengers, would exceed 1,500 aircraft over the next 20 years and would generate sales in excess of \$350 billion.

According to Airbus, it needed to sell 250 aircraft to break even, and could sell as many as 750 aircraft over the next 20 years. This case explores the two sets of forecasts, and asks students whether they would proceed with the launch given the size of the investment and the uncertainty in long-term demand. Teaching Purpose: Illustrates the basic economics of large projects and the complexity in estimating even top-line demand for products with useful lives of up to 50 years. Also illustrates the role of governments in large projects, both as investors and as customers. Finally it explores the competitive dynamics between a monopolistic and a potential entrant in which entry costs exceed \$10 billion.

<http://harvardbusinessonline.hbsp.harvard.edu/b01/>

Ingvar Kamprad and IKEA

Revision Date: July 1996, Christopher A. Bartlett, Ashish Nanda

Traces the development of a Swedish furniture retailer under the leadership of an innovative and unconventional entrepreneur whose approaches redefine the nature and structure of the industry. Traces IKEA's growth from a tiny mail order business to the world's largest furniture dealership. Describes the innovative strategic and organizational changes Kamprad made to achieve success. In particular, focuses on his unique vision and values and the way they have become institutionalized as IKEA's binding corporate culture.

The trigger issue revolves around whether this vital "corporate glue" can survive massive expansion into the United States and the Eastern Bloc and Kamprad's replacement as CEO by a "professional manager."

<http://harvardbusinessonline.hbsp.harvard.edu/b01/>



Best Practices for Elite Health

Robin Sharma offers five simple tips for you to keep your energy levels charged all the time



You may have the greatest vision and high ideals in terms of what you want to create as you journey through life. You might be focused, disciplined and creative in everything that you do. You might have a magnificent strategy and a wide open heart ready to shine in the world. But if your health is poor and you are not physically strong, you will deny yourself of your dreams.

I have had the privilege to work with a number of extraordinarily successful entrepreneurs and business leaders as their personal success/life coach. One of the things that I strongly advocate to them is to make “elite health” one of their top priorities. I have always found it interesting that when we are young we would sacrifice all our health for wealth. But when we grow old and discover what life is all about, we would sacrifice every single penny of our wealth for even one day of perfect health.

To really bring this point home simply carve out a couple of hours this week and walk into a public hospital in your community. Walk through the wards and look at the people in the sick beds. Maybe walk through the cancer wards and the areas where people are suffering with terminal illnesses. Ponder how much each one of those people would be willing to pay for even a few days of perfect health. I do believe that if you do not have your good health, you do not have anything. You deserve to experience an extraordinary level of success in your life and to fulfill all of your hearts desires. Given this, it is

imperative that you make elite health a top priority. And if not now, when?

Here are 5 practices that will help you raise your energy, vitality and overall health to all-new levels:

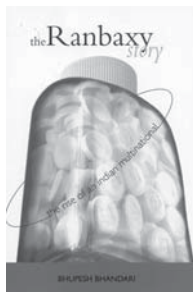
1. Do not eat after 8pm. The body’s digestive process is very energy consuming. By not eating after 8pm, you give it a break to allow it to do its work. By giving your digestive system a chance to fast, it need not work overtime. You will therefore experience more energy, greater health and more vitality.
2. Drink plenty of water throughout your day. Water flushes the body of toxins, helps your system stay alive and at its best. Water is also excellent for keeping your thinking processes at peak levels. I have found in my own life that drinking a lot of water during that day has a wonderful impact on my energy levels. Whenever I feel tired, I drink water to rejuvenate me.
3. Eat less. Too many of us eat more than we need to eat. Do not eat until you are full; only eat what you need to nourish you. This takes practice, awareness and self control. But you will discover that if you eat less you will have more energy and your health will continually improve.
4. Exercise at least 4 times a week. Those who don’t make time to exercise must eventually make time for illness. Take the time to walk, practice yoga, run or swim. There are 168 hours in a week, surely you can find 4 or 5 hours to take care of the temple that is your physical dimension.
5. Eat an elite diet. Be impeccable with what you put into your body. Eat fresh fruit daily. Drink fresh fruit juice a few times a day. Eat organic vegetables whenever you can. Take vitamins and minerals. Avoid junk food and nourishment that is artificial. Putting the best of foods into your body is a great act of self-love and one of the best ways to help you become an elite performer both in business and in life.

You are an elite performer on the playing field of life. You have a grand vision and extraordinary potential just waiting to shine in the world. Raising your health to its highest level will allow you to live a full-out yet balanced life. Make a commitment from your heart to follow these 5 practices. In doing so, you will claim your destiny and enjoy a beautiful life.

*Robin S. Sharma, is an internationally known speaker and corporate trainer. His latest book is the top-selling motivational fable **The Monk Who Sold His Ferrari**. Visit his site www.robinsharma.com*

The Ranbaxy Story: The Rise of an Indian Multinational

By Bhupesh Bhandari, Penguin Books India, January 2005, Rs. 450.00



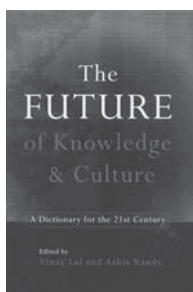
It took a sleeping pill to get a somnolent company up and running. The drug was Calmpose-Ranbaxy's answer to Roche's Valium-and its launch in 1969 was the hitherto unknown company's first step on the long road to global stardom. India accounts for a tiny fraction of the world pharmaceuticals market-just 1.2 per cent. To become really big, Ranbaxy realized early in life, it had to go global.

But success doesn't come easy in the world market which is dominated by players like Pfizer, Novartis and GlaxoSmithKline. With each of these putting billions of dollars into research every year, it takes a great deal of courage and wisdom to venture into their territory-markets like the United States and Europe. The Ranbaxy Story sets down, for the first time, Ranbaxy's remarkable journey from a distributor of medicine to a multinational corporation, deriving over eighty per cent of its business from outside India.

It is also the story of the Singh family, of Bhai Mohan Singh's dogged pursuit to expand the company during the licence-permit-quota raj and of Dr Parvinder Singh who was convinced way back in the 1970s that Ranbaxy's destiny lay in the international markets. Bhupesh Bhandari, a business journalist who has followed the company closely for over a decade, traces Ranbaxy's growth against the backdrop of the global pharmaceutical business. What ensues is a riveting account of human ambition and corporate strategies in this intimate portrayal of one company's rise to success.

The Future of Knowledge and Culture: A Dictionary for the 21st Century

Edited by Vinay Lal, Ashis Nandy, Penguin Books India, 1 January 2005m Rs. 595.00



The twentieth century was for the most part an unfolding of the nineteenth, but the twenty-first century is a time of open-ended transition. This remarkable book attempts to provide a cartography of the contemporary global framework of knowledge and culture that can tell us where we've arrived in the new millennium, and where we are headed. It is organized around some of the ideas, products and practices that constitute everyday life.

The Future of Knowledge and Culture is a dictionary that defies the grid of conventionality. It invites the reader to debate and exchange ideas with some of the most daring thinkers in

the world-from Gustavo Esteva, the scholar-activist associated with the Zapatistas, writing on grass roots, to Ziauddin Sardar, historian of science and Islamic scholar, exploring the Internet; from Douglas Lummis, radically rethinking existing definitions of democracy, to Manu Kothari and Lopa Mehta, taking on modern medical wisdom to celebrate the wisdom of the body, and Majid Rahnema, who stands the conventional idea of poverty on its head.

Nothing is beyond the scope of this dictionary. From weapons of mass destruction to plague, sacred groves to the philosophy of Coca-Cola, spin doctors to maps, Bollywood to coronary bypass, the sixty-five entries seem to cover only a cross-section of life, but their concern is nothing less than altering an entire way of thinking that has become ingrained in us, thanks to our education, upbringing, lazy habits of thought and fear of skepticism. This book challenges us to rethink the world of the urban, middle-class certainties, suggesting that an open spirit and the ability to live in multiple, often contradictory, worlds may be the key to our survival in the new century.

The Fast Track Formula: How to Accelerate Your Career

Alan Robertson, July 2004, Prentice Hall

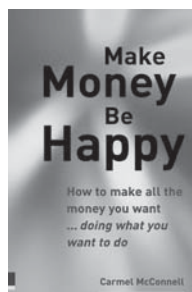


Is your career on track for where you want to be or do you think there is potential to accelerate your career? Just how do you get that promotion, show you're capable or make yourself indispensable? Find out all this and more in this book.

The book helps you find out what really makes higher levels of work different to your own. It will develop your key capabilities for higher level work before you need them. It promises to get you noticed and keep you effective in the next job because every career has twists and turns you have to steer.

Make Money, Be Happy: How to Make the Money You Want And Do The Things You Want to Do

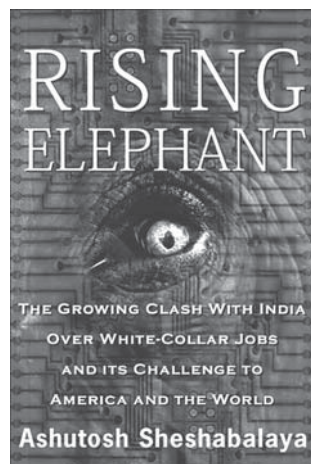
Carmel McConnell, Dec 2004, Pearson/Prentice Hall Business



Make Money, Be Happy: shows that a career is just one income stream, and that many others exist. It offers the reader a different life perspective, one that integrates career ambition with greater personal financial control. It blasts financial fear and stupidity and attempts to replace it with knowledge and the desire for personal financial action (in order to do the things you love).

Rising Elephant: The Growing Clash with India Over White Collar Jobs

Ashutosh Sheshabalaya, August 2004, Publisher Consortium



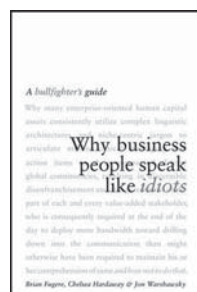
Building on a clear understanding of the myths and realities of globalization, Rising Elephant blows past the current diet of clichés that inevitably lead to alternating paroxysms of puzzlement, indignation and complacency, forging a compelling strategy to get Americans back in the game of global competition. Sheshabalaya musters an arsenal of facts and arguments to provide a powerful sketch of India's history and culture, showing how its very "Indianness" has given the

country the wherewithal to not only challenge the West at its highest-value economic frontiers, but also maintain an overwhelming lead over rival wannabes.

India has also been quietly leveraging its fast-growing strengths to position itself on the road to world power status - economically, technologically and militarily. For those enraptured by the Middle Kingdom, Rising Elephant provides good reasons for caution, about both the content and longevity of the China Dream. Packed with sometimes surprising findings, the reasoning is backed by rigorous research. Such an effort is crucial, given the uniqueness of white-collar jobs relocation, particularly in the uncharted context of a fast-globalizing new world.

Why Business People Speak Like Idiots : A Bullfighter's Guide

By Brian Fugere, Chelsea Hardaway, Jon Warshawsky, Free Press (March 2, 2005)



If you think you smell something at work, there's probably good reason -- "bull" has become the official language of business. Every day, we get bombarded by an endless stream of filtered, antiseptic, jargon-filled corporate speak, all of which makes it harder to get heard, harder to be authentic, and definitely harder to have fun.

But it doesn't have to be that way. The team that brought you the Clio Award-winning Bullfighter software is back with an entertaining, bare-knuckled guide to talking straight--for those who want to climb the corporate ladder, but refuse to check their personality at the door.

Why Business People Speak Like Idiots exposes four traps

that transform us from funny, honest and engaging weekend people into boring business stiffs:

This is your wake-up call. Personality, humanity and candor are being sucked out of the workplace. Let the wonks send their empty messages. Yours are going to connect.

Fast Company magazine named Why Business People Speak Like Idiots one of the ideas and trends that will change how we work and live in 2005.

Strategy Bites Back: It is a lot more, and less, than you ever imagined

Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel. Dec 2004, Prentice Hall

SWOTed by strategy models? Crunched by analysis? Strategy doesn't have to be this way.

The writing team of Strategy Bites Back, including the ever outspoken and provocative Henry Mintzberg, provide the antidote to boring strategies, banishing consultants who can be straighter than their charts and planners, more predictable than their processes. It will help stimulate more creative strategy thinking and more enjoyable strategy making.

Strategy Bites Back brings you a stimulating, imaginative and unusual mix of voices, with something sharp to say about strategy. From Michael Porter to Hans Christian Andersen, Gary Hamel to Mozart, from Strategy as Little Black Dress to Strategy and the Art of Seduction - you will not find a fresher and more stimulating conversation on strategy.

Strategies with a difference start here, and why not have a good time reading a strategy book for a change?

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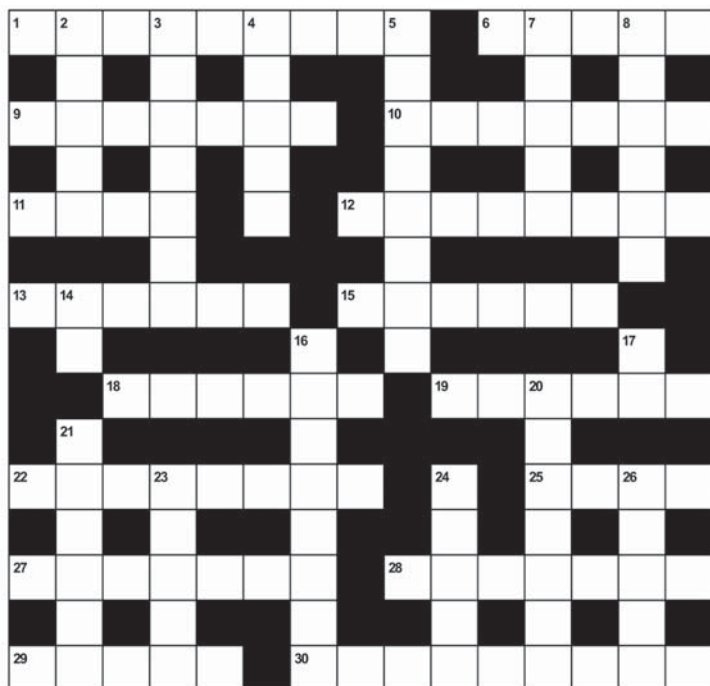
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Across:

- 1 & 30 The two founders of Yahoo (5,4,5,4)
- 6 India's indigenously built civilian passenger aircraft (5)
- 9 The recent natural disaster that lends its name to a type of management philosophy (7)
- 10 Sports or formal jackets, often with notched collars (7)
- 11 One of Chennai's largest universities (4)
- 12 Formal meetings at which specialists deliver short addresses (8)
- 13 Be a team _____ (6)
- 15 The ISRO company that markets satellite pictures (6)
- 18 The Congress President (last name) (6)
- 19 The makers of KitKat (6)
- 22 The larger animal in Charles Handy's famous book title! (8)
- 25 American space agency (4)
- 27 A new business venture in its earliest stage of development (7)
- 28 The Honda Activa is an example of one (7)

- 29 The kind of card you need to enter an exam hall (5)
- 30 See *1 Across*

Down:

- 2 Famous manufacturer of computer printers (5)
- 3 India's largest pharma company (7)
- 4 Dhirubhai Ambani worked here before returning to India to start Reliance (5)
- 5 BP's slogan is to _____ petroleum (2,6)
- 7 Sabeer Bhatia's failed venture (5)
- 8 Colin Powell's Lesson No. 4: "Don't be _____ to challenge the pros"
- 14 Korean electronics major with a strong presence in India (2)
- 16 The popular IBM laptop series (8)
- 17 A type of size label used in garments (2)
- 20 Most luxury cars boast of having one (7)
- 21 In high spirits (6)
- 23 The Tatas belong to this community (5)
- 24 The standardised code for information exchange between computers (5)
- 26 A good bargain is often called this! (5)

Solution to Crossword No 4

R	E	L	I	A	N	C	E		J	I	N	G	L	E		
E		E		L		I			N		U		X			
E	L	E	C	T	R	I	C		A	D	V	I	C	E		
B				O					I				A			
O	T	I	S		S	U	N	I	L	A	L	A	G	H		
K		T		V		E			B		N		O			
				H	I	N	D	U			U	N	I	O	N	
A		F		N				T			L		L		G	
W	O	R	L	I					R	E	E	L	S			
O		E		T				O			S		C		M	
L	E	E	L	A	P	E	N	T	A			B	A	B	Y	
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M	A	T	R	I	X				H	O	F	S	T	E	D	E

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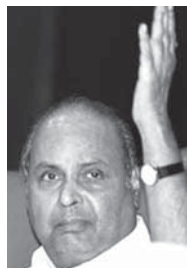
Brands get Tsunamied

The recent tsunami disaster is making companies replace the word tsunami to show their sympathy with the victims. Toyota started the trend when it renamed its special edition Celica Tsunami with a boring Celica Sports Package.

Susan Barker's book on salarymen and geisha in Osaka was to be called Tsunami Nights. It's been promptly renamed Sayonara Bar.

Even Pepsi ads with David Beckham were withdrawn because of their surfing themes. American Express withdrew a commercial featuring surfers gushing about big waves.

Prince of Polyester



It's well known that the Ambani reach extends much beyond the stock markets, as Hamish McDonald, the former New Delhi bureau chief of the *Far Eastern Economic Review* and author of the unauthorized Ambani biography, *The Polyester Prince*, discovered to his dismay.

The book, brought out by an Australian publishing house, Allen & Unwin, is not kind to the Ambanis, according to a report in Asia Times' online paper. It tells frankly what obliging journalists have hidden all along - the sharp methods Ambanis used to become one of the most powerful men in India; his wars with competitors and inquisitive media barons; controversies over export manipulation and licensed capacities; his capturing of political and bureaucratic power.

Even though the book was published in 1998, it is still not available in Indian bookshops. That's because the Ambanis may have threatened legal action for anything they perceive as defamatory in the book. With the brothers now feuding, lifting the ban on the book may add more spice to the sibling drama.

Risky translation

In Pakistan no one is worried any more about how the most favored nation (MFN) status to India will affect the *jihad* in Kashmir and how the Indians, after ripping Pakistan off through competitive advantage, will spend the profits on their machine of repression in 'Held Kashmir.' There was a time when this kind of thinking worked.

An editorial in one of Pakistan's English newspaper observed how under General Zia a more liberalized bilateral trade with India was shot down after a number of senior bureaucrats sought to advance their careers by linking Pakistan's economy to *jihad*.

Even today there is much confusion about the wording 'Most Favored Nation' and one wouldn't be surprised if many Pakistanis who take offence at normal trade with India are riled only because of the superlative case used to describe what is actually quite normal. "In Urdu, which carries the burden of Pakistan's anti-India nationalism, the term most favored nation sounds most horrible in the ears of the hawks: *Pasandida-Tareen Mulk!*"

Sunil Mittal's superstitions

Sunil Mittal, the flag bearer of the Bharati group, wears Armani, drives an S-Class Merc and plays golf. Yet he is prone to some odd superstitions. He is known to go veggie just before and during important projects or events in his life. He is also superstitious about the number 23 - a date on which he was born and married. His car also bears the same number. Who said Numerology is a dying science!

How English helped Nissan turn around

Carlos Ghosn (pronounced 'phone') has managed a remarkable turn around of the Japanese auto giant Nissan all in three years. While savage cost cutting and innovative product and positioning strategies contributed to his effort, credit is due to the Queen's language. Ghosn demanded that although Nissan has Japanese culture and Japanese history and most of the company's executives are Japanese, all meetings of the company's executive committee were conducted in English.

The Brazilian-born, French-educated, Lebanese chief executive underscores the significance of making English the lingua franca of the upper echelons of the Japanese company in "*Shift*," his account of how he spearheaded the ailing automaker's revival.

Genetic karma

A number of recent studies show that people's emotional range has a biologically or genetically determined set pattern. What this implies is that the case for emotional maneuvers is closed and we are condemned to be dictated by 'genetic karma'. Most people's range lies at the middle of the bell curve. Those on the extreme right are the perennial depressed souls. On the extreme left are the lucky few for whom troubling moods are rare and recovery more rapid.

There is hope. Spiritual gurus believe that acquiring higher spiritual quotient through tried and tested meditation courses such as *vipasana* can influence emotional quotient.

Star Light, Star Bright...

Stargazing or watching the night sky can be a complete fun, especially with the family. There's good help for the starters if you look around

By Niloufer Venkatraman

Because I live in polluted, dusty Mumbai, I'm always fascinated with the different stars and constellations that are visible in the sky when I travel away from the city. As the night progresses different stars and planets come into view and the magic of the universe becomes more enthralling. When you escape the crowded city on your next vacation, take time out late at night to look up at the sparkling canopy stretching from horizon to horizon.

The secret to stargazing is patience. Don't expect to figure it all out in one go. The more often you find time to explore the sky, the more you will find up there.

Star and planet viewing is one of those wonderful pastimes that the entire family can enjoy for free on a clear night when far outside the city. All you need are your eyes and an open, unobstructed spot from which to look up into the night sky. And to enhance the experience, a pair of binoculars, guidebook and star chart will help greatly. While telescope and other equipment do allow you to delve deeper, these aren't necessary for you to enjoy this hobby.

Star charts of the sky above India are easily available on the Net. Just lob on to http://education.vsnl.com/pac_cal/skychart.html. From here you can print out the star chart for the correct month of the year. If you find you are really interested, you can also get star chart software. Such software helps you identify planets, stars and constellations on any given day, allowing you a preview of what you are likely to see.

What to look out for

To begin with, don't try to observe the sky standing up. Either lie down on a blanket on the ground or find a reclining chair where you can comfortably gaze upward. It takes about half an hour for your eyes to adjust to the sky and in that time you'll notice more and more stars coming into focus. The closer you are to the no-moon night, the more stars you will see.

In the beginning you may not make out a single constellation. But spend time looking at the sky and getting used to the darkness. If this is your first real effort at stargazing, then start with the basics. You can look out for the twelve signs of the Zodiac, the Big and Little Dippers (Ursa Major and Ursa Minor), the Big Bear and Little Bear and Orion The Hunter. Look out for the position of individual stars such as Polaris, the North Star and Sirius the Dog Star which is the brightest in the heavens. Then there are planets like Venus

and Jupiter that are visible on most clear nights, plus a range of satellites and if you're lucky, even a comet. Observing our home galaxy the Milky Way is one of my favorites. That softly glowing band of light stretching from horizon to horizon is actually a mass of stars, gases and dust.



Lots to Learn

Like the sun, the other stars in the sky rise in the east and set in the west. Just by watching the way the sky moves you can figure which is east, west, north and south. The portion of the sky you see depends on where you are. Since we live north of the equator between latitudes 8 degree and 36 degree we never see a portion of the southern sky. Since the earth is both rotating on its axis and simultaneously revolving around the Sun, the sky appears to be gradually moving.

How a star appears to us depends entirely on how far it is from the Earth. Sirius, the brightest star in our sky, is 8.4 light years away. This means the light reaching your eyes at any given moment of time left Sirius 8.4 light years ago.

Family Fun

If the sky and the concept of amateur astronomy are beginning to look too complex to you, don't get stressed out about identifying all the different things you are seeing. As a fun game for the kids, make them join the stars that make up their initials in the sky and then name it as their very own constellation (for instance Meera can find a bunch of stars that form an M and call it the Meera constellation). And importantly do set aside some quiet time for feasting your eyes on the sky. That's when you'll see one of the most fleeting yet mesmerizing displays of the night – the flight of shooting stars.

Have you ever noticed a streak of light suddenly cross the night sky as if a star were falling down? Have you ever counted how many shooting stars you can spot in one night? If you haven't, this is one activity that is sure to leave you spellbound. But remember shooting stars aren't really stars, they are a streak of light in the sky at night that result when a meteoroid hits the earth's atmosphere and air friction causes the meteoroid to melt, vaporize and explode. So look out for those ephemeral shooting stars – and don't forget to make a wish on one.

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