

Managing Urban India Special

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Monthly for CEOs & Aspiring CEOs

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BIG B

The Real Don

Lessons for managers from Amitabh Bachchan's life

By AVIS

There's more to Big B's personality than his iconic stature, his controversies, his accidents and his comebacks. There's huge wisdom in his life's story for managers if they want to learn from it.

Embrace rejection...learn from it!

Big B was rejected for more reasons than one. His tall, lanky looks, his baritone and the way he was portrayed in his early films like 'Anand', 'Abhimaan' and 'Sanjog'. And yet, as he reminisced on Simi Garewal's Rendezvous, You have to be at it, to beat it. Rejection must be used as a positive force.

An opportunity of a lifetime must be utilized within the lifetime of the opportunity!

In the first five years of his career (1970~1975), Big B had almost as many flops (11) as hits (13). Yet, the hits were far too good to ignore: 'Anand', 'Bombay to Goa', 'Mili', 'Abhimaan', 'Chupke Chupke'. He could have persisted with the middle-class love-lorn professor or jealous husband roles that Hrishida had begun to cast him. However, in the Post-Rajesh Khanna era, with some good music to support, the public had begun to accept him. That he chose the 'Angry Young Man' opportunities in 'Zanjeer', 'Deewar' and 'Sholay', tells a lot about his courage to take risks. Without those breaks, would there have been a Big B?

Form is temporary. Class is permanent

Never has he been accused of being



arrogant. People often mistake his humility, like his introvert image, to have been carefully cultivated. I disagree. I met him in 1991 at a Children's Film Festival dinner (wife Jaya was the then Chairman of the Children's Film Society) in Thiruvananthapuram. And when I introduced myself stating my name and my organization, he promptly responded, Hello, my name is Amitabh Bachchan. And when I pointed out that he didn't need to say his name, he replied, Well, you never know if people know you in this part of the world. Filmlore has it that he has never been late on the sets. Never. Punctuality, as he has often said, must be a way of life.

Take the issue by the horns

While Mr. Bachchan's name was getting embroiled and sullied in the Bofors scam, he believed and practised a rule that transparency cannot be faked. He first quit as Member of Parliament. But when the media continued going for the jugular, he sued The Indian Express and won in a London court. Add to this his daring to

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SUMMIT THEME

Marketing in India: Challenges and Responses

SUMMIT SCHEDULE

Keynote Address by Dr Jagdish Sheth

Challenges for Marketing: Agenda for Change

- The state of marketing Knowledge: Do we have our own paradigm, or are we blind followers?
- Understanding of Consumer Motivation: What drives today's urban consumers?
- Brand contact points multiply geometrically: Are brands keeping pace?

Keynote Address by Ms Vinita Bali,

MD, Britannia Industries Ltd.

- Marketing ROI: Are we measuring spending? How can we improve effectiveness?
- Brands loose Pricing Power: Death of the middle?
- The Impact of Organized Retailing on Brands & Businesses: New demand or new competition?
- Closing Address: Summit learning and roadmap for future

The Panel of distinguished speakers include:

- Dr J Sheth, noted marketing scholar, author and Charles H. Kellstadt Chair of Marketing in the Goizueta Business School at Emory University, US.
- Ms Vinita Bali, MD, Britannia Industries Ltd.
- Dr Amitava Chattopadhyay, Professor of Marketing, INSEAD
- Dr Sharad Sarin, Prof of Marketing & Board member XLRI, Jamshedpur
- Dr Mithleshwar Jha, Professor of Marketing, IIM B
- Dr S Neelamegham, renowned marketing scholar and President, NIILM
- Mr Arvind Mediratta, Chief Marketing Officer, Yum Brands

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George Colony's Fourth Wave

In the fourth technology wave, starting 2008, individuals and communities will make institutions redundant. CEOs who are denying this trend will pay a big price

The world is getting ready for a technology thunderstorm which will herald the beginning of the fourth wave starting 2008, says George Colony, CEO of Forrester Research. Currently, the third wave (1992-2008) is witnessing a huge drop in tech spending in the developed markets. The drop could be as bad as minus 0.3 percent between. **We will soon see the end of network computing, enterprise applications and the Internet as we know them today.**

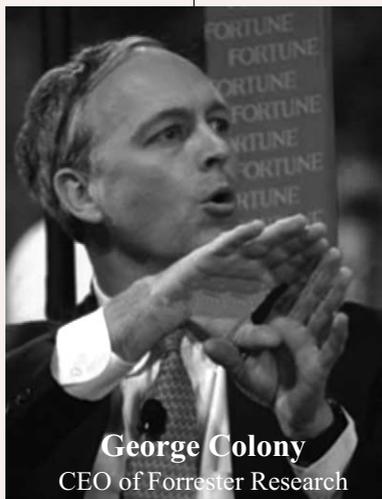
Aberrations to the third wave theory are India and China. Because of the economic boom, tech-spending growth (2006) in India at 26 percent and at 20 percent in China have been the highest in the world.

Each wave is of a 16-year cycle. The first eight years of this cycle are when innovation and growth happen. The remaining eight years witness refinement and slow down before a new wave takes over. **Colony says that the first wave which started in 1956 and ended around 1976 belonged to Mainframe Computers. The second (1976-1992) belonged to the Personal Computers.**

So what's the fourth wave going to look like and who will play important roles? **Executable Internet** is expected to takeover from the Internet that we are used to today. For example, Internet portals today at best suggest which stocks are good for investment and which ones to keep off. In the fourth wave, portals, using new-age software will decide and invest for you. You simply have to sit back and watch the fun.

The second part of the fourth wave is **Extended Internet** where the physical world is dynamically connected to the digital world. For example, Michelin is planning to embed chips into its tyres so that the company will know, on a real-time basis through wireless internet, the extent of wear and tear and when to suggest replacement. Forrester predicts that by 2012, 14 billion such devices will be connected compared to just a handful today.

And future innovations will increasingly happen among networks of people working across the globe. India, China, Taiwan and Korea who have so far been beneficiaries of innovations in the West are expected to play a significant role in these networks. What's more, consumers will not just be kings but gods.



George Colony
CEO of Forrester Research

What to expect in the Fourth Wave

- ☞ **Asia will be key in the innovation network**
- ☞ **Extendable and executable internet will take over**
- ☞ **Social computing will be a big draw**
- ☞ **Consumers will customize products and services**
- ☞ **Business models will change radically**
- ☞ **IT will become BT (business technology)**

Social Computing will make a big impact in the Fourth Wave. Colony defines social computing as A social structure in which technology puts power in the hands of individuals and communities, not institutions. In this phase, consumers' trust in institutions will decline. Consumer-to-consumer activities will take off. C2C commerce, messaging, blogs, camera phones and videophones will facilitate this trend.

The three tenets of social computing are: Communities will drive innovation; institutions facilitate experiences which are shaped and owned by communities; and communities take power from institutions.

Moreover, consumers will begin to customize products and services and will not wait for companies to do it. Podcasting, P2P file sharing, comparison shopping sites, collaboration software and tagging will become commonplace.

As expected, today's CEOs are not only sufficiently unaware of the emerging trends, they are even denying them. They face the danger of extinction if they delay recognizing and acting upon these trends. Therefore, speed will be of essence.

Business models too will undergo significant change. Instead of the current 'bow tie' model, the new business model will increasingly be diamond-shaped where providers of products or services will not simply be happy with a sale but will increasingly depend on revenue from after sales service. For example, GE will tie in servicing of aircraft engines after striking a sale deal with airlines.

"What shall we call IT in the Fourth Wave?" George Colony claims to have coined the term 'Business Technology'. So it will be BT instead of IT and today's CIO will be called chief of business technology (CBT).

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play a next-to-real-life role with wife Jaya and screen goddess Rekha (with whom he was infamously linked) in Yash Chopra's 'Silsila'. Face it. As it is.

Leadership is the ability to see reality and mobilize the appropriate response

When Mr. Bachchan floated ABCL, he told The Economic Times' Corporate Dossier, This is an idea whose time has come. The entertainment industry needs corporatization.

That it was not time yet was revealed in the next few months with a badly managed Miss World Show, a debt-laden (Rs. 90-crore) Corporation with all the 'professionals' deserting him like rats on a sinking ship. As he told Vir Sanghvi on Star Plus' Cover Story, I was out of job. Out of cash. And I asked myself what was I best at? Acting, of course. It was 4 AM in the morning and I walked across to my neighbor Yashji's (Chopra) house and asked for work. He gave me 'Mohabatein'. But it was the GK quiz 'Kaun Banega Crorepati' that brought him back on his feet. I didn't see anything wrong. It was a commercial proposition. Besides, it gave me an opportunity to connect with all those who made me Amitabh Bachchan, he told Sanghvi.

TRANSFORM. NOW!

A flawed start to stardom just two hits in his first three years in Bollywood. A near-fatal accident (on the sets of Coolie) to superstardom. A battered reputation with Bofors. Mired in debt with ABCL. Each time, from each crisis, Mr. Bachchan has emerged stronger. Currently, he holds court over three generations of Indians. And possibly a fourth one as well- as 'Kajra Re ' has even toddlers rocking!

So what could be Mr. Bachchan's success mantras as he reaches his 65th birthday? There's no substitute to professionalism. Being positive even in adversity. Not letting an opportunity pass by. Willingness to transform when the situation demands. But the icing on the cake is simply his candor and charm.

Business leaders and CEOs today seek inspiration from diverse sources and personalities. Mr. Bachchan can not only teach a thing or two, he'll wow them.

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Why recruit gamers



Here's some great news for parents. They no longer need to worry about the future of their video game-obsessed kids. In fact, they should let them play more because they're likely to become better professionals and more creative than 'normal' kids.

According to authors John C. Beck and Mitchell Wade, all those hours immersed in game culture have created masses of potential employees with unique attributes. This new generation that's 90 million strong has an amazing ability to multitask, solves problems creatively, and brings unexpected leadership to the table. But to tap these skills, the authors of *The Kids Are Alright: How the Gamer Generation Is Changing the Workplace* (Harvard Business School Nov. 2006) suggest we understand and appreciate the different ways gamers think and behave. The book dispels common myths about gamers and reveals them as committed, team-oriented people who play to win.

The authors argue that *gamers glean valuable knowledge from their pastime and that they're poised to use that knowledge to transform the workplace.* They base their claims on an exclusive survey of approximately 2000 business professionals. That survey, say the authors, provides the first data showing a direct, statistically verifiable link between digital games and professional behavior in the workplace. The authors express their analysis in clean, crisp prose devoid of jargon, making it accessible for non-gamers, especially non-gamers who are managers.

"Gamers believe that winning matters," Beck and Wade contend, and *gamers also place "a high value on competence wanting to be an expert in the first place"* all of which makes the video game generation an influential force in the work place.

A new book dispels common myths about gamers and shows them as committed, team-oriented people who play to win

The book touches on a handful of other ways in which gamers differ from non-gamers and provides suggestions on how employers can take advantage of their unique values and skills. Cutting-edge companies can capitalize on gamers' sense of discovery. The authors' upbeat conclusions about the benefits video game players will bring to the business world could be a bit hyped, but most will find their findings fascinating and provocative. The same authors wrote *Got Game: How the Gamer Generation Is Reshaping Business Forever* (Beck & Wade 2004). Risk some repetition.

The Gamer advantage

- ☞ **Winning Matters**
- ☞ **High value on competence**
- ☞ **Sense of discovery**
- ☞ **Brings unexpected leadership**

Can the generation that missed this trend simply fret or sit and watch? They won't have this luxury. Very soon, almost everything including educational curriculum, recruitment and training methods and even consumer behavior research and media would have to be dumped and new ones have to be created. Already, only 15 percent of the teens read newspapers in the US giving people like Rupert Murdoch sleepless nights.

This game generation will soon outnumber their elders in the workplace. Their way of thinking will soon pass the business tipping point and become standard operating procedure. Sooner or later, those who grew up without video games will have to understand the gamers. It means not only learning what they are all about but also finding ways to cohabit with them.

So, make a beginning by picking up your son's old game or risk redundancy.

Asian online buying behavior worry CEOs

Asia is witnessing impressive growth in eCommerce. Countries in the region show different buying patterns and preferences when it comes to eCommerce. For example, Singaporeans like to "shop till they drop" at local stores, while the time-conscious Hong Kongers prefer the convenience of online shopping. As a result, though on par on wealth, online shoppers in Hong Kong spend more and buy more frequently than those in Singapore.

A 25 percent of Indonesia's Internet users bought more than US\$1,000 worth of goods and services online in the past 12 months. Filipinos, who have developed the US habit of catalogue buying, are also taking to online shopping in a big way. Thailand has the region's highest proportion of online shoppers: 40 percent of the country's Internet users have made a purchase online.

While the growth rate for eCommerce in the region seems impressive at the first glance, we need to remember that this is on a small base. There may be some truth in the apprehension that eCommerce may have a limited potential in this region despite the initial growth.

Accenture Outlook mentions a study by Visa International which found that senior executives in Asia's top firms believe eCommerce has few benefits for them. They rate its usefulness much lower than their US counterparts do. Other



Asia is witnessing impressive growth in eCommerce. But there may be some truth in the apprehension that eCommerce may have a limited potential in this region despite the initial growth.

companies are put off by the immediate barriers, such as high initial setup costs and low numbers of people buying on the Web today.

Some indicate that Asia's relationship-based business culture will hinder eCommerce usage among Asian companies. That is because many companies operate according to the principle of "guanxi," or clan ownership, and hence the scope for growth of the eEconomy will be much more limited than in the West.

How to play strategic curveball

Competition is about winning at the expense of your rivals. Playing hardball isn't the only way to do this. You can also fool competitors with a strategic curveball that keeps them looking the other way while you win customers. Strategic hardball is about playing rough and tough with competitors; strategic curveball is about outfoxing them.

George Stalk Jr. of the Boston Consulting Group offers another approach for prevailing over rivals in his follow-up piece to his article *"Hardball: Five Killer Strategies for Trouncing the Competition"* (HBR, April 2004). It involves getting rivals to do something dumb that they otherwise wouldn't (that is, swing at a pitch that appears to be in the strike zone but isn't) or not do something smart that they otherwise would (that is, fail to swing at a pitch that's in the strike zone but appears not to be).

Stalk describes four types of curveball: First, draw your rival out of the profit zone. Lure competitors into disadvantageous areas - for example, by competing for, but intentionally failing to win, the business of less profitable customers.

Disguise how you attain your success. Let rivals misinterpret the reasons for your success

His second approach is to borrow techniques from unexpected places. Using the hardball tactic of plagiarizing good ideas, put rivals off balance by importing techniques from other industries - for example, employing the retailer's hard sell in the stodgy world of retail financial services.

Third, disguise how you attain your success. Veil your methods by achieving an advantage through unlikely means - for example, generating product sales through your service operations. Finally, let rivals misinterpret the reasons for your success. Allow them to act on conventional but incomplete explanations for your success - for example, squeezing costs rather than aggressively utilizing assets.

Rich companies, poor workers

A recent Economist World Economy report finds that globalization is making companies richer but workers are feeling short-changed. If this is not fixed, protectionists may derail globalization. Here's an excerpt:

Globalisation is benefiting America's economy by \$1 trillion a year, equivalent to \$9,000 a year for every family. (A study by the Institute for International Economics.) But in practice the average family in America has not seen such a gain. Workers' share of the cake in most rich countries is now the smallest it has been for at least three decades

In many developed countries average real wages are stagnant or even falling. The real weekly wage of a typical American worker in the middle of the income distribution has fallen by 4 percent since 2001 although labor productivity has risen by 15 percent.

Globalisation, the emerging economies and offshoring are impacting not jobs but the size of real income of the workers in developed countries.

China, India and the former Soviet Union have added so much to the labor supply that the world supply of workers has doubled from 1.5 billion to 3 billion. This has reduced the global capital-labor ratio, resulting in decreasing relative price of labor and raising the global return to capital.

Where are the fruits of globalization?

Developed countries are gaining but a bigger share of the gain in these countries is going to profits. **Profits as a percentage of GDP are on the rise and real income of workers is not.**

High earners have pocketed a huge slice of the gains



in income, causing inequality to widen. (America's top 1% of earners now receive 16% of all income, up from 8% in 1980)

This does not mean workers are doomed since they can still gain as consumers (since prices are falling) or as shareholders (profits are increasing). Real threat is not the state of the workers but the likely lack of support for globalization from ordinary people as we move on and eventually a serious risk of a protectionist backlash, especially in the US, thus creating a possible barrier to globalization in times to come.

One way of managing the impending crisis is that governments need to redistribute the benefits of globalization more fairly through the tax and benefits system. Studies suggest that countries with more generous social welfare policies are less likely to support protectionism. It's time the developed countries-especially the US - started taking profit-distribution seriously.

How to grow psychological capital

In about 85 percent of companies, employee morale declines sharply after the first six months and continues to deteriorate for years afterwards, say David Sirota, Louis A. Mischkind, Michael Irwin Meltzer in a study of about 1.2 million employees at 52 Fortune 1000 companies. The study attributes the responsibility for this demotivation to management, which often unwittingly demotivates employees and diminishes their enthusiasm. Along with seeking ways to motivate better, it helps to know how not to demotivate.

To those who think influencing and motivating associates' thoughts and behavior is a tedious, time-consuming process, researchers at the University of Nebraska's Gallup Leadership Institute (GLI) offer a relieving finding. GLI Director Bruce J. Avolio and GLI Senior Scientist Fred Luthans have found that significant performance gains can be created in just a few hours if managers focus on building employees' hope, efficacy/confidence, resilience, and optimism. In an article in HBR Management Update September 2006, Avolio and Luthans have dubbed the combination of these four states "psychological capital," or "PsyCap."

Someone needs your OLD PC

Thousands of students in rural India need access to computers to participate in India's future.

For them, it doesn't matter if the PC is Pentium 1 or Celeron driven. So while you upgrade, instead of junking your old PC, or exchanging it for a pittance, DONATE it to SUNANDA.



SUNANDA is a registered NGO. It is run by nuns covering 40 villages in the poor talukas of Kolar district, a two-hour drive from Bangalore.

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How to improve governance of Indian cities

Our cities cannot be great places to live unless our city governments become well-managed institutions, say Ramesh Ramanathan and Aditi Tandon



At the turn of the century India already had 28% urban population. Within the next 30 years, we will have 500 million Indians residing in our cities and towns. The governance challenges will be enormous.

In 1992, the 74th Constitutional Amendment directed states to devolve some of their responsibilities to urban local bodies (ULBs). In the decade since these amendments were passed, however, decentralization has been limited, with slow and uneven progress across states.

The Tenth Five-Year Plan quite clearly stipulates that urban governance should progressively be managed at the local level. The primary role of the state should be in laying down urban policy, in devising urban strategies for implementing policy with an overriding concern for equitable growth of cities as far as possible through distribution of growth and opportunities of wealth creation. The Plan simultaneously stresses the need to build municipal capacities and the ability to deliver a decent quality of life. A focus on strategic capacity building initiatives would require an emphasis on assessing the skills and knowledge necessary to determine urban needs, seek solutions, process information and change priorities. Capacity Building has long been an objective of the development process. However, if it is to be developed, the emphasis of human resource development should be much wider than individual training courses.

Compared to urban counterparts in other countries, ULBs play relatively small roles and their functions are generally confined to the provision of infrastructural services.

Since ULBs are state subjects, state governments play a significantly greater role in regulating and financing ULBs than does the Central Government. ULB operations are governed by the provisions in their State Acts, which define the powers of local bodies.

The appointment of senior municipal officials by the Indian Administrative Service or State Administrative Service brings capacity and professionalism to ULBs. However, this structure

also directs the accountability of these officials upward rather than toward local politicians or citizens. Local politicians have very limited ability to hold appointed municipal officials accountable for their performance, which in turn limits citizens' ability to hold local politicians accountable. The frequent rotation of these officers further limits accountability to local decision makers and the autonomy of local decision-making.

Local politicians have very limited ability to hold municipal officials accountable for their performance, which in turn limits citizens' ability to hold local politicians accountable

For example, the appointment of senior ULB officials from the IAS or state administrative service builds ULB capacity, but compromises local accountability. The Karnataka First State Finance Commission Report notes that while ULBs have existed for almost a century, their administrative set-up and information system are still primitive; this is likely true for ULBs in other states as well. Many aspects of the organizational structure and administration of ULBs severely limit the decision-making autonomy of municipal governments, undermine their accountability and incentives, and impede their ability to deliver services effectively.

Among the key staffing challenges for ULBs in Karnataka is the significant number of vacancies, poor qualifications of many staff, the declining pool of experienced staff and significant mismatch of skills, especially in technical areas. They are disproportionately concentrated in the lowest skill grade—Group D staff account for three-quarters of ULB staff.

Because there has been no recruitment of Grade 2 Chief Officers since 1982 in Karnataka. And Government of Karnataka Executive Order passed in 1992, allowed municipal employees to be promoted to the KMAS cadre based on their years of service in the ULB without meeting any basic qualifications.

While there are severe lacunae in the administration, the greater challenge relates to the capacity building and training requirements of elected representatives to municipalities. This is because the extent to which decentralization is realized effectively depends significantly on the quality of people elected to the local bodies. The educational and professional profiles of the elected local representatives provide a glimpse of their background.

Unfortunately, we have massive HR challenges facing our city governments. Ultimately, the challenges of urbanization cannot be met unless the civil service as well as local elected representatives in the municipalities is equipped to understand and face these challenges.

Ramesh Ramanathan is Founder, Janaagraha. Aditi Tandon is an intern at Janaagraha

Nobel Prize for 'innovation' to Yunus

If there was a Nobel Prize for innovation, Muhammed Yunus would certainly be a strong contender. Now that the Nobel Prize Committee has given him the prize for peace for 2006, it acknowledges that social change effected through financial innovation does engender peace.

Muhammed Yunus had a vision to break the poverty cycle in Bangladesh by enabling people to obtain micro loans. When he proposed this, no bank would touch him because it broke all the rules of commercial banking. So he did it himself and founded the Grameen Bank, which today, is a \$ 2.5 billion enterprise.

He loaned very small amounts and asked for no collateral. The results have been astounding. Over 7 million people, most of



them women, have taken out loans - and the payback rate is over 98 percent. He has released a flood of entrepreneurial activity that has lifted millions out of poverty. Yunus, 66, is a model of leadership and innovation in action.

Microfinance doesn't stop at lending. The providers offer business advice and counseling, while clients provide peer support for each other through solidarity circles. For example, if a client falls ill, her circle helps with her business until she is well. If a client gets discouraged, the support group pulls her through. This contributes substantially to the extremely high repayment rate of loans made to microfinance entrepreneurs.

Cement delivery in 20 minutes

Can you imagine getting delivery of premixed cement in 20 minutes even if the supplier is located in next street? You can't even get pizza in less than 30 minutes. How then did CEMEX, a Mexican cement company, the third largest in the world, pull this off?

A CEMEX team got the idea from a call center they saw in Houston. Having identified contractors' need for just-in-time delivery, the team reasoned by analogy that emergency response teams faced a similar problem of quickly reacting to urgent requests from unpredictable sources. Based on this insight, they studied how the call center dispatched paramedics within ten minutes despite traffic congestion and unpredictable call patterns.

Consider the challenge of delivering ready-mix concrete. Contractors often change their orders at the last minute, but CEMEX found that, on average, it took three hours between the time when a change order was received and when the order could be delivered. To decrease turnaround time in its Mexican market, CEMEX equipped most of its fleet of concrete mixing trucks with global positioning satellite (GPS) locators, allowing dispatchers to arrange deliveries within a twenty-minute window, versus the three hours CEMEX's competitors require. This system which did not emerge from a central R&D lab but rather from CEMEX's internal innovation efforts has allowed CEMEX to increase its market share, charge a premium to time-conscious contractors and reduce costs resulting from unused concrete.

CEMEX's innovation doesn't stop there. It invented a plan that encourages families in urban slums to save for cement to build

home additions, and then provides them with discounted engineering services. Community activists love the scheme.

Inability to secure credit emerged as a primary obstacle to financing construction projects in Mexico. A CEMEX team discovered that to raise capital for building, poor Mexicans would organize tandas (chits in India) in which a group of families contribute a specific sum each week to a pool and one lucky family wins the entire amount at the end of the week. What they also learned is that although these funds were intended for building, winnings were often diverted to such other purposes as weddings and celebrations of festivals.

CEMEX developed a program to help community organizers establish similar financing pools in which, instead of cash, the winners received building materials, including cement. In addition, CEMEX provided construction advice and blueprints to the winners. The program has already helped more than 30,000 families, and the company's goal is to reach 800,000 more within five years.

The one that had got the Greens smiling is CEMEX's special cement which contains disinfectants. *When this cement is used, poor families don't need to use expensive and hazardous chemicals.*

These innovations show in CEMEX's stupendous growth. Twenty years ago it produced 8 million tons in 5 cement plants. It sold most of its product through wholesalers. That year it generated revenue of 275 million dollars. In 2005, sales exceeded 15 billion dollars, a compound annual growth rate of 22 percent over 20 years, and produced operating cash flow of 3.6 billion dollars - a 20-year growth rate of 21 percent.

Managing urban India through technology

Technology has been significantly leveraged across the country but is present only in pockets



by Ranganath Iyengar



Urban India is multifaceted since traditional parts of the city vie with the emerging urban sprawls for resources and attention and often needs an integrated approach to manage the change as well as preserve the

past. This article looks at technologies that are being used to manage the fast changing landscape of Urban India.

Managing space and movement

This was the first logical target for technologies such as GIS, remote sensing and related communication technologies which have been used effectively to create and manage land databases, maps, monitor airspace and traffic movement synchronization. A lot of these technologies have been leveraged from space and defence departments. Police departments in cities use communication technology effectively to manage traffic bottlenecks, handheld devices to check speeding and issue tickets. Even parking meters have started appearing on major roads that use embedded technology and smart cards based parking are a common sight in most Indian cities. All toll roads in cities like Mumbai and Delhi use pre-paid smart cards to manage toll collections and can be recharged through banks.

Managing resources, transportation and utilities

The next logical target for technologies has been to manage urban natural areas, water management, utilities networks (electrical, telecom etc), waste monitoring and management. Technologies used combine GIS, remote sensing and special equipment that can detect utilities beneath the road surfaces. Cities like Bangalore and Hyderabad have extensively used these technologies for water resources management whereas cities like Mumbai, Delhi and Bhopal have used GIS extensively for urban planning. Several cities have buses fitted with technologies that allow tracking through GPS/GPRS, fleet speed governance and radio paging for call taxis. The internet has further revolutionized travel by allowing online booking, ticketing and check in for air, rail and bus transport and therefore reduced queues at the place of boarding.

Services automation

Large metros have citizen service centers where several public amenity services can be accessed 24/7 which include payment of property taxes, land records access, registering births and deaths and utility complaints. A visible example is Bangalore One centers. Additionally, several metros have centralized revenue collection and monitor it online (Andhra Pradesh and Karnataka

were again pioneers here). Several cities also have electricity and water bills generated and payments collected using hand held devices. Additionally, mobile telephony has also helped automate utility payments through banks. Even banks have used technologies for monitoring their collections in cities very effectively. Additionally, one of the most visible technologies is electronic voting which is the most widely prevalent in Urban India.

Public information and communication

This is an important aspect for every urban citizen and the pervasiveness of the internet has spawned several self-help and information kiosk across public places, banks, malls, hotels, museums etc. that has helped cut down queues significantly. SMS is being used to communicate at large (public and police announcements), e-filing by individual and companies of tax and company matters and several government plans, policies and public debate subjects being available online. Several contact centers using sophisticated voice communication technologies have sprung up in several cities and are used by both public and private sector to service customers, handle complaints, provide triaging services (in healthcare) and also provide niche services such as helplines and counseling.

E-commerce, trade and logistics

Tendering, trade and logistics has significantly gone online and it is common for us to content with online bids, auctions, buying and selling of almost any commodity, equipment or service. This has helped reduce a lot of paper traffic and made procurement more transparent. These technologies have been aided by commodities and futures exchanges that impact downstream services such as transport and logistics. The urban citizen therefore, is very well informed. Electronic post, money orders and telegrams are the order of the day. Electronic fund transfers are commonplace today with an RTGS backbone.

News and entertainment

Last but not the least, is online newspapers, magazines, satellite radio and television broadcasts which are relatively new to the urban Indian and are fast catching on to complete our digital lifestyle. Using technology, we can order movies, food or several other services from the comfort of our homes or simply choose to work from home.

As can be seen, technology has been significantly leveraged across the country but is today present only in pockets as communities wait for success before implementing it elsewhere. Care for more technology? how about food reserves, building security, disaster management, healthcare, online education, home security.....the list is endless!!

Ranganath Iyengar, Managing Partner & Founder

Cities should respect their citizens

Indian cities are in a mess because the bureaucrats and politicians have been taking the pride of ownership away from the citizens, says Ashok Kheny, MD of NICE, promoters of the Bangalore-Mysore Expressway project, in a chat with ManagementNext



Which global city can Bangalore emulate?

Bangalore is unique and you cannot copy systems from other cities - just like no one can wear someone else's suit. For any city to be well managed, what is first required is to bring in civic pride. Civic pride is about ensuring individual dignity and self-respect. What's happening in Indian cities is that they are taking away citizen's personal dignity. When you take away personal dignity, you take away the pride of the ownership of the city.

For simple things like electricity or water connection, citizens have to go through a lot of harassment. Even to pay taxes, you have to go through harassment. When you do this you cannot expect the citizens to love the city. Naturally, people will say 'I don't care'. When people are harassed, they naturally don't like to come out to do anything for the city. People throw things on the street in India while they keep their houses clean because they don't respect the city. They don't respect the city because the city does not respect them.

It's important to make cities citizen-friendly. Once you start making the city citizen-friendly, then everything will fall in place. Cities can learn from companies like Infosys where employees have a pride in working for that company even if other companies may be writing better software.

What can city administrators learn from the way you manage your projects?

In our project, I don't tell people what to do. I come into the picture when they cannot handle a problem or a situation. I build confidence in such a way that most of the time people come out with their own solutions for the problems.

Let the government allow me to run Bangalore city for one year, I will change the whole thing. You won't see any pothole or any garbage. I'll transform the city within the same budget.

How can Indian cities be made into better place to live in?

The rich people of the city should start speaking up. Solution should come from top down, not bottom up. Townships in the West are run like businesses. We need to do the same.

In the West businessmen become politicians. Whereas in India politicians are trying to become businessmen. The bureaucrats have no clue of profit and loss and they advise politicians. It's just like the blind leading the blind.

I have immense confidence in the generation that is born after the 80's.

Let the government allow me to run Bangalore city for one year, I will change the whole thing. You won't see any pothole, nor any garbage. I'll transform the city within the same budget.

I have a very simple philosophy. Respect people and they will give their best. Among the people I have hired 10 years ago, hardly anyone has left me including the drivers and security people. When you respect them they pay you back with their respect for you.

I don't believe in too many meetings. My style is management by exception because I know that I'm not an expert in all the fields. Indians don't like to be told what to do because they have an independent spirit. If you tell them what to do, they will try doing the opposite way. I let them manage themselves. I don't see my top managers for weeks. I don't micro manage. It has to run by itself.

My focus is on public relations and legal issues. I focus on legal issues to ensure that we don't break the law.

How have you been managing the media considering that your Bangalore-Mysore Expressway project is ridden with controversies?

The media was quite negative in the initial years. I realized the mistake of keeping everything secretive, just like a typical Indian company. But one day I decided to be open and transparent. They were shocked at our openness. In fact, we started getting a lot of constructive criticism after that.

Your message to the CEOs of large infrastructure projects?

Play by the rules, do it the legal way and have a level playing field for everybody.

We have learnt by saying 'no' to people even if they are related to chief ministers or prime ministers. That's why when we had the inauguration of the first phase of the project we did not call bureaucrats and politicians.

Deaddiction without withdrawal symptoms

Aashwasan offers support to people who are determined to give up harmful addictions gracefully, without suffering withdrawal symptoms

By Maithili B & Trishna Pandey

Rajesh came to Aashwasan as an alcoholic and a smoker. He would consistently consume at least five glasses of alcohol everyday. His drinking would run late into the night and he would miss being with his family. He was also smoking. After the healing, he drinks occasionally and in moderation. He is back home early everyday to spend time with his family. His smoking slowly stopped.

Mr. Rao, a professor at Hyderabad, couldn't do without 10 cups of coffee everyday, which would show its effect on his stomach. After the healing, he does not feel the need to drink coffee. His wife complains of having lost a coffee companion.

An addiction starts as a habit and gradually becomes an integral part of our lives. Be it anything - coffee, tea, alcohol, drugs, smoking or anything similar to these what's common among all is the mental and physical dependence on the substance. For instance, all of us know the ill effects of alcohol, drugs and smoking, yet many a time the withdrawal symptoms are so severe that we choose to continue the habit rather than give it up.

Spiritual science tool - Aura healing supports a person to regain control, exercise their choice and become de-addicted. This is done in a completely non intrusive way. Use of a substance alters the body chemically and also has beneficial effects on the psychology. During Aura Healing the body is first restored

to its original chemical state. E.g., for smokers, nicotine is flushed out from the system so that the system does not crave for the substance, thus experiencing no withdrawal symptoms. Psychological triggers such as stress, emotional issues etc. are resolved at the root cause level. A person is empowered from within so that he/she can easily give up addiction if he/she wishes to.



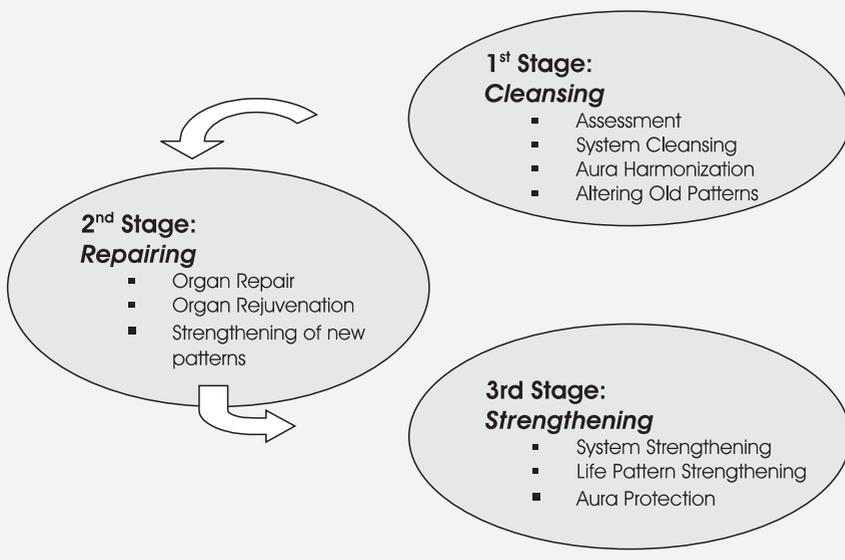
During the treatment, clients have experienced increasing distaste for the substance as they go along. One of the clients shares that though he continues to drink, he can no longer consume whisky "neat". For another client, smoking was linked very closely with fear. The number of cigarettes he smoked slowly decreased, as the fear was resolved. As the awareness of the body grows, the person begins to act toward what is healthy for him. For those whose substance use is purely physiologically driven, the use of substance stops sooner compared to those who have psychological association. Every individual experiences healing in his /her own unique way as unique as they themselves are. Number of sessions depends on the individual.

Continuous use of substances also affects the physiological structures i.e. organs and tissues, making them inefficient. If the substance continues to be used, damage is caused to the organs and tissues of the body. With more sessions the organs can be repaired and rejuvenated. Much of the damage can be reversed.

Another unique aspect of this treatment is that it can work independently or support and enhance rehabilitation to make sure that the medical treatment is 100% effective. Aashwasan Life Enhancement Services Pvt. Ltd. offers support to people who are determined to give up harmful

www.aashwasan.com

Stages of the Deaddiction Program



The Pune Miracle

The way Pune has fixed its load-shedding problem shows how Indian cities can manage their complex problems with simple solutions

By Benedict Paramanand

Pradeep Bhargava, past chairman of Confederation of Indian Industry (Pune Zonal Council) and Managing Director, Newage Electricals, a Cummins company, has done what no Indian has done so far. He has set Pune free of load shedding from June 2006 by taking the public-private partnership model to the next level.

Pune had been suffering from chronic load shedding of about four to six hours everyday. Being a large industrial hub it has substantial captive power generation capacity. Much of this captive capacity is used only as “stand by”. Shortage of power and spare generation capacity existed at the same location. The challenge was how to harness the spare capacity since the spare generation sets used expensive high-speed diesel (HSD).

Mr. Bhargava got the industry to agree to run their sets and not charge anything towards depreciation or fixed costs but only towards compensating for the variable cost. The industry agreed to be compensated for the difference between the industrial tariff and the variable cost of operating the generation sets.

The cost of Rs 11 per unit was far more than the average cost of around Rs. 3.50 per unit at which the Maharashtra Electricity Board generated or purchased power. Someone therefore had to pay for this additional cost of expensive power if load shedding had to be eliminated. The citizens of Pune overwhelmingly supported the idea. They did clearly state that though this was actually the responsibility of the



Pradeep Bhargava

electricity board, they would accept this as a temporary measure.

Thirty industries together are now generating about 90 MW for six hours a day. This translates to 540,000 units per day which equals the shortfall in urban Pune. These industries are being paid about Rs 6 per unit to compensate them for their additional cost and the citizens pay about 40 paise per unit more. Consumers with consumption of less than 300 units per month would be exempt from any increase in tariff. The already financially-challenged Electricity Board is not being burdened. For legal reasons, the industry generates and consumes power for its own use and the electricity board feeds the “freed up” power to the city.

The factors that have contributed to the taking off of this experiment are worth noting.

Sincerity of Purpose: Pradeep Bhargava, with CII as the 'champion' body, has had the clarity of thought and sincerity of purpose. Also Mr. Bhargava's immense experience of working at senior positions in both public and private sector companies and interacting with policy-making bodies has helped a great deal. Bhargava was CEO of the lighting business at GE and a corporate planner with BHEL. He's also a visiting faculty in top B-Schools.

Buy-in of all stakeholders: The industry, the people of Pune, the Regulatory Commission and the Government of Maharashtra have all sacrificed something to achieve a common objective. The industry sacrificed recovering any fixed costs towards the use of their assets. The people of Pune have sacrificed by agreeing to pay more. The regulator used his office to promote a new concept and put his reputation on the line. The government supported a politically uncomfortable initiative and agreed to facilitate it, which meant more work for their people without any financial benefit. Public-private partnership can only work if stakeholders decide to move out of their comfort zones for the larger common good. If even one stakeholder had played spoilsport, the project wouldn't have taken off.

No long-term without the short-term: What is the short and medium plan in the Power Sector? No one wants to address it because the solutions are tough and certainly expensive. We seem to be chasing elusive dreams like “power for all by 2012” and in the meanwhile subjecting consumers to long hours of load shedding. The Pune experiment has demonstrated that load shedding can be eliminated in many towns and cities across the country. It will certainly cost more but there simply is no other option. Smaller, localised solutions can address the power problem far quicker and more effectively than big grandiose plans.

How can other Indian cities like Bangalore, Hyderabad, Gurgaon, Noida and Ahmedabad learn from the Pune miracle? There is a framework in place today and other cities can adopt it easily with small modifications. The concept of utilizing corporate assets for community use (with cost recovery) can be explored for other sectors such as education and healthcare too.

Michelangelo's greatness mantra

By Robin Sharma

If you constantly expect exceptional success, you will surely have it

Michelangelo was asked how he created his masterpieces. He replied that he simply saw the works of art embedded within the slabs of marble and then set about chipping away at everything that wasn't of that work of art. Which brings me to you. And your ready-made-greatness.

Just maybe your job is not to become someone other than who you currently are. Just maybe, the Main Aim is to access and remember and reconnect with the best that already resides within you. In this very moment. Right here. Right now. And how can you recall your personal greatness? By starting the process of chipping away everything that is not truly you. The fears you have picked up. The limiting beliefs you have accumulated. The false assumptions that divorce you from your most authentic - and staggeringly brilliant - self.

Self-remembering (and personal leadership) is a journey. Took you many years to forget the personal greatness that you once knew as a kid (before the disappointments and negativity of the world began to blind you to the truth of your bigness). You may have been thinking you have been designed for mediocrity for 30 or 40 or 50 years. So that reconnection with your best won't happen in a week. But chip away - bit by bit - at everything that is not that work of art - day by day. You know that small, daily improvements stack into massive results over time (that idea just might transform your life so please let it linger).

The difference between a remarkable life and a mediocre one is not nearly as large as you might imagine. Nope, we all pretty

much start out with the same raw stuff. Most of us are cut from the same cloth. We all can be heroes if we choose. And it just isn't that hard. Greatness comes by doing a few small and smart things each and every day. Comes from taking little steps, consistently. Comes from a making a few small chips against e v e r y t h i n g

i n your professional and personal life that is ordinary, so that a day eventually arrives when all that's left is The Extraordinary. Just something to think about. From a man who wants you to shine.

When you look for something you will find it. If you constantly expect exceptional success, you will surely have it. Peak performers attract success. You must keep the goals you desire to achieve at the forefront of your mind throughout the day. Repeat your ambitions at least five times a day and visualize yourself achieving them. If your goal is to be rich, picture the house you will be living in, the car you will be driving, what it will feel like to be rich and the pleasure of attaining your goals in life. Repeat your ambition over and over until you have complete certainty that you will attain your desires and



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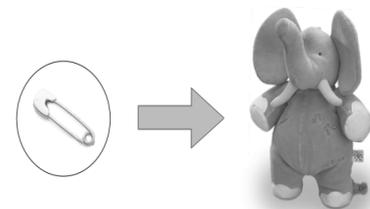
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New-age wealth manager

Just like a family doctor and a family lawyer, a family wealth manager will soon be managing a family's finances and will act as its CFO

Wealth management has become a critical need for every individual and the sooner one starts, the larger the probability of achieving lifetime goals. Understanding the psyche of the Indian investors and how to meet their expectations is important at a time when the market is correcting and moving within a bandwidth after witnessing a long bull run.

Trends in consumer attitudes and preference

Objective Financial Advice: Clients expect advice which is pertinent to them and without any conflict of interest. Clients expect wealth managers to structure the best possible solution which are relevant to their financial situation.

Creative solutions to financial problems: Clients expect wealth managers to be knowledgeable individuals who can address the client concerns by stepping into their shoes. They must portray a broad array of sophisticated strategies to ensure best financial solutions which may come out by a mix and match of various asset classes viz. equity, debt, gold, real estate, art etc. Concepts must be explained to the client, before even recommending financial products.

Advice on the complete individual balance sheet: Wealth managers need to take a look at the overall balance sheet of any individual rather than focus on deploying the current available corpus. Decisions taken on the overall balance sheet of any individual will be more in line with the risk appetite of the clients and help them meet their life term goals.

Consistent delivery of services: A client expects his wealth managers to be available for meetings and discussions on market movements and requires a periodic review of his progress. This will help a client to track his progress and take effective decisions at the appropriate time. This requires a certain amount of hand holding on the part of the wealth manager and creates conviction on his advice to the client.

Long-term view of relationship building: A wealth manager must also aim at managing the clients' wealth for generations to come and that can only happen if there is a deep

understanding of the entire situation of the client and his attitude towards risk and return. Relationship building approach helps to create a greater level of comfort for the client and helps the wealth manager to attain the position of a trusted financial advisor for the family as a whole. Just like a family doctor, family lawyer there must be a family wealth manager managing the family finances and acting as a Chief Financial Officer (CFO) to the client family.

The future of wealth management will be influenced by increasing complexity and demand for more integrated and specialized services. They have to move from a generic level of financial planning to the overall family model. Firms will have to bring to the client's table a boutique of tailor-made personalized services.

Investment advisory firms would be engaged in strategy and policy development, risk return assessment and tracking.

Wealth advisory firms would focus on tax planning, estate planning, trust creations and execution of wills.

Family wealth management firms would be incorporating all the above structures plus provide special personalized focus on integrated financial planning in the overall financial context of the family, lifestyle management, goal orientation, trusteeship, risk management, strategic social investment (philanthropy), inter-generation wealth transfer and family continuity.

As Indians are creating wealth like never before and are becoming increasingly integrated with the global economy, an individual based on the complexity of his wealth and life time goals can approach a relevant firm from the above category, to bring a whole lot of efficiency and a fresh outlook to personal investments and manage their wealth better. No doubt, professional wealth management firms, complying with certain self-outlined benchmarks and run on well-designed process with sophisticated service level commitments to their clients, will be in great demand.



By G Balasubramanian



Professional wealth management firms, complying with certain self-outlined benchmarks and run on well-designed process will be in great demand

G Balasubramanian is Co-founder and Head - Wealth Management Practice, Pelican Wealth Managers Private Limited, Chennai
Readers' Views and Opinions can be emailed to bala@pelicanindia.com

Bangalore Tiger

Steve Hamm, McGraw-Hill; September 2006



Of all the tech tigers in India, Wipro is one of a handful that stands out from the pack. In the past five years, it has become one of the most accomplished tech services providers in the world, delivering business value through a combination of process excellence, quality frameworks, and service delivery innovation. Totally dedicated to customer satisfaction, Wipro is known to go above and beyond to

make customers happy. It's a move that's paid off handsomely, with a 24 percent operating profit in its tech services division more than twice the industry average.

Bangalore Tiger is the story of Wipro's transformation and its impact on the tech services industry and the rules of global competition. BusinessWeek senior writer Steve Hamm takes you inside the halls of this transnational phenomenon to reveal the true secrets of Wipro's superior business: its people, principles, and core competencies.

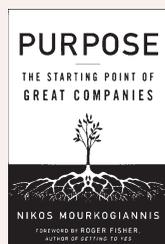
From Wipro's triumphs to its missteps, Hamm mines a treasure of business lessons, explaining how and, more important, why it is necessary to: Expand quickly without stumbling; Follow the new rules for outsourcers; Innovate every day or else; Be obsessive about customers; Motivate employees the Wipro way; Plan three years ahead to prepare for rapid growth.

Hamm also gives you a rare glimpse into the mind of Wipro's charismatic chairman and thought leader, Azim Premji. Guiding Wipro's growth every step of the way, Premji was one of the first business leaders in India to decree that his company would not pay bribes. You'll see how his adoption of world-class business processes helped Wipro thrive and how Wipro is helping to fulfill his dream of a better educated, more prosperous India. Removing the shroud of secrecy around Indian management principles, Hamm provides a real-world blueprint for operating a successful transnational organization, as viewed through the eye of the Bangalore Tiger.

Book Description www.amazon.com

Purpose: The Starting Point of Great Companies

Nikos Mourkogiannis, Palgrave Macmillan, October 2006



In Purpose, world-renowned thought leader Nikos Mourkogiannis turns the entire idea of leadership on its head and shows that the choice between values and success is no choice at all. Mourkogiannis argues that companies must satisfy the need for purpose - a set of values that defines an organization and inspires and motivates its employees. Rather than organization and structure, ideas are what cause

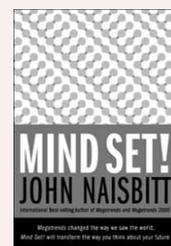
companies to go from good to great.

Drawing on examples from across multiple industries, Mourkogiannis demonstrates how a strong purpose is the essential first step toward lasting success. Inspiring a large global organization with a common purpose while respecting its diversity should be high on the agenda of top management. Purpose sheds light on the importance and practice of defining and embedding a sense of purpose in an organization and, thereby, of aligning the interests of its strategic stakeholders

Mind Set! Reset Your Thinking and See the Future

John Naisbitt, HarperCollins, October 2006

In his latest book Naisbitt, of 'Megatrends fame', identifies various mind-sets that will enable readers to prepare for the future and understand the global changes that are underway. He shares the values and rules he has developed to discipline his own mind and to filter information, illustrating that it's how we receive information that moves us forward or holds us back.



He discloses the secret of forecasting here. He selects his most effective tools and applies them

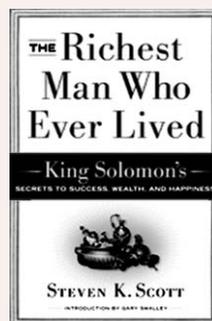
by guiding the reader through the five forces that will dominate the next decades of the twenty-first century.

In Part 1, readers learn how, using mind-sets like "Understand how powerful it is not to have to be right," "Don't add unless you subtract," and "Don't get so far ahead of the parade that they don't know you're in it", can organize, instruct, and transform your lives, personally and professionally.

Part 2, "Pictures of the Future," deals with major trends and global shifts, e.g., where Europe is headed and what may be the Next Big Thing.

The Richest Man Who Ever Lived Extended; King Solomon's Keys to Success in Work And in Life

Steven K. Scott, Waterbrook Press, Feb 2006



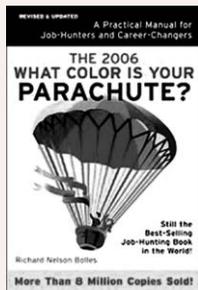
Steven K. Scott reveals King Solomon's breakthrough strategies to achieve a life of financial success and personal fulfillment.

He reveals Solomon's key for winning every race, explains how to resolve conflicts and turn enemies into allies, and discloses the five qualities essential to becoming a valued and admired person at work and in your personal life. Scott illustrates each of Solomon's insights and strategies with anecdotes about his personal successes and failures, as well as those of such extraordinary people as Benjamin Franklin, Thomas Edison, Oprah Winfrey, Bill Gates, and Steven Spielberg. At once inspiring and instructive, the book weaves the timeless truths of one of our

greatest works of literature into a detailed roadmap for successful living today.

What Color Is Your Parachute- 2006 A Practical Manual for Job-Hunters And Career-Changers

Richard Nelson Bolles, Mark Bolles, Ten Speed Press,
September 2005

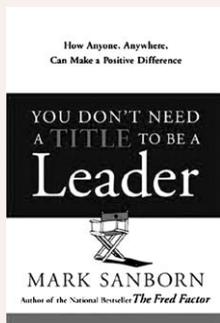


In the last five years, the United States has lost 2.6 million jobs the most in any five-year period since the Great Depression. In the 2006 edition of his legendary job-hunting book, Richard Nelson Bolles offers hope and presents an inspiring and detailed plan for finding your place in this uncertain job market.

The earlier version has been the best-selling job-hunting book in the world for more than three decades. In good times and bad, it continues to be a fixture on best-seller lists, from Amazon.com to Business Week. With an extended preface that addresses job loss, vacancies, and outsourcing and updated references on how to use the Internet in your job-hunt throughout, the 2006 edition addresses the top concerns of today 's job-hunters. In the words of Fortune magazine: "Parachute remains the gold standard of career guides."

You Don't Need a Title to Be a Leader

Mark Sanborn, Currency Publication,
September 2006



Genuine leadership leadership with a "little I", as the author puts it, is not conferred by a title, or limited to the executive suite. Rather, it is shown through our everyday actions and the way we influence the lives of those around us. Through the stories of a number of unsung heroes, Sanborn reveals the keys each one of us can use to improve our organizations and enhance our careers.

As readers across the country discovered in *The Fred Factor*, Mark Sanborn has an unparalleled ability to explain fundamental business and leadership truths through simple stories and anecdotes. His new book offers an inspiring message to anyone who wants to take control of their life and make a positive difference.

Cities in a World Economy (Sociology for a New Century Series)

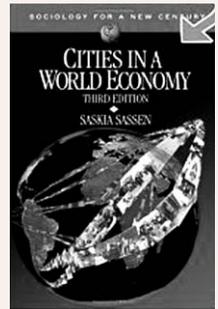
Saskia Sassen, Pine Forge Press, 3rd Edition, April 2006

The Third Edition of *Cities in a World Economy* shows how certain characteristics of our turn-of-the-millennium flows of money, information and people have led to the emergence of a new social formation: global cities.

This book features a cross-disciplinary approach to Urban Sociology using global examples. With both depth and clarity, this book examines the impact of global processes on the social structure of cities.

The third edition includes a new chapter that discusses the highly gendered and unequal nature of the global city and how it forces the underprivileged to live a dangerous and unpredictable life on global survival circuits.

The new edition also updates nearly every piece of data with the most recent facts and figures available. This is a book that introduces us to new concepts for understanding contemporary urban sociology



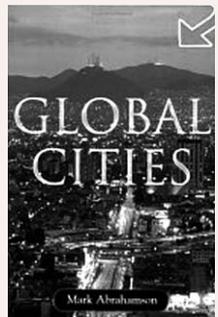
Global Cities

Mark Abrahamson, Oxford University
Press, USA, Feb 2004

Global Cities examines the distinctive commercial, residential, and spatial features of the major cities of the contemporary world-cities housing the financial and cultural activities that are most consequential for everyone, regardless of where they live.

Global Cities analyzes numerous contemporary issues to illustrate concepts and processes pertaining to the most significant global cities.

The book offers a detailed and multifaceted picture of such leading urban centers as London, New York, Tokyo and Paris, but also branches out to other important cities in the world. It analyzes both the internal features of the cities and the nature of their connections with each other.



Cosmopolis II: Mongrel Cities of the 21st Century

Leonie Sandercock and Peter Lyssiotis, Continuum
International Publishing Group , 2004

The 21st century will be the century of multicultural cities, of the struggle for equality and diversity and the struggle against fundamentalism. *Cosmopolis II* presents a truly global tour of contemporary cities - from Birmingham to Rotterdam, Frankfurt to Berlin, Sydney to Vancouver, and Chicago to East St. Louis. Beautifully written, clear, authoritative, and enhanced with evocative imagery, the book brings together new ideas, new literature, new cases and new arguments. Passionately written and superbly illustrated with a

Strategic urban management in China: A case study of Guangzhou Development District.

Wong, Siu-Wai; Tang, Bo-sin and van Horen, Basil. Habitat International. Vol. 30, Issue 3, 2006, 645-667

While the importance of urban management in achieving sustainable urban development is increasingly recognized as being significant by urban managers and the general public, there is still a great deal of confusion and misunderstanding in China about the substance of urban management, which impedes effective implementation.

This paper examines some of the problems encountered in urban management practice in Chinese cities, and highlights the importance of a holistic conceptual understanding and a strategic model for enhancing urban management capacities in the Chinese context. Focusing on a case study of Guangzhou Development District (GDD), the paper demonstrates that the application of a set of measurable evaluative criteria for assessing urban management performance is useful in improving urban management practice.

International migration, diversity and urban governance in cities of the South.

Balbo, Marcello and Marconi, Giovanna. Habitat International. Vol. 30 Issue 3, 2006, 706-715

One of the new challenges globalization raises to urban management is the increasing number of international migrants moving to cities of developing countries and their impact on urban governance. Although there is growing perception that urban cultural diversity is a desirable outcome of globalization, most international migrants add to the low-income population and are particularly affected by urban exclusion.

Furthermore, local governments in developing countries are seldom prepared to cope with the ad hoc policies needed to integrate people with different cultural, social and religious traditions into the urban society. Such policies should aim to encourage mobility and temporary vs. permanent migration, strengthen civic identity, deal with the cultural differences and the resulting discriminatory reactions from local residents, promote participation and representation, and fight the social and economic exclusion that often expose migrants to illegal activities contributing to raising urban violence.

How routine is a routine? An analysis of the day-to-day variability in prism vertex location

Kitamura, Ryuichi; Yamamoto, Toshiyuki; Susilo, Yusak and Axhausen, Kay W. Transportation Research Part A: Policy & Practice. Vol. 40 Issue 3, 2006, 259-279

This study is concerned with how routine an individual's routine really can be. This question is addressed by examining the day-to-day variability of the time co-ordinate of the vertex of a timespace prism; in other words, by examining how the

timeframe, which governs the individual's daily schedule varies from day to day. When the timeframe varies, it is likely that the individual's behavior also varies. When the timeframe is stable, on the other hand, a routine can be maintained.

The analysis presented in this paper attempts to determine how much of the variation in travel is due to the variation in the timeframe. The origin vertices of workers' morning prisms, which determine how early they can leave home in the morning, are examined in this study, along with the departure times of the first trips in the prisms, which are mostly supposedly routine commute trips. The results indicate that the vertices are located with a much smaller variance, but vary more systematically than do the departure times of the first trips in the prisms. This implies that a large degree of variability is introduced when a trip is made within the timeframe as determined by a prism vertex. It is also shown that the departure time varies from worker to worker according to unobserved heterogeneity i.e., unexplained differences across individuals much more than does the prism vertex. The study results indicate that large degrees of flexibility are associated with trip making, and suggest the presence of room for behavioral modification with respect to workers' first trips in the morning.

'Policies in Motion', Urban management and state restructuring: The trans-local expansion of business improvement districts.

Ward, Kevin. International Journal of Urban & Regional Research. Vol. 30 Issue 1, 2006, 54-75

This article examines the ways in which business improvement districts are being introduced into UK cities. In advancing this analysis, the focus here is on the means through which one or two Manhattan business improvement districts have been constructed as 'models' of urban management, taken out of their particular local/regional and national contexts and introduced into a diverse set of local political economic contexts in UK cities and towns. Examining the way business improvement districts have become a policy in motion, the article sketches out the emergence of entrepreneurial urban governance arrangements in the UK as part of the state's changing spatiality in the industrialized economies of Western Europe and North America.

The author argues that these changes make UK cities and towns increasingly receptive to the business improvement district model of downtown management. Seeking to move beyond the sometimes rather one-sided representations of policies that find themselves on the move, the article seeks to connect the 'exporting' and 'importing' zones of policy transfer, arguing for an open and permeable conceptualization of these places. It draws on work in Manhattan, New York to unpack the nature of the political economic relations that business improvement districts were part of, before moving on to examine the dynamics of policy transfer and the early days of the introduction of this downtown 'model' into UK cities.

Metaphors matter: Disaster myths, media frames, and their consequences in Hurricane Katrina

Tierney, Kathleen; Bevc, Christine and Kuligowski, Erica. *Annals of the American Academy of Political & Social Science*. Vol. 604, 57-81

It has long been understood by disaster researchers that both the general public and organizational actors tend to believe in various disaster myths. Notions that disasters are accompanied by looting, social disorganization and deviant behavior are examples of such myths. Research shows that the mass media play a significant role in promulgating erroneous beliefs about disaster behavior. Following Hurricane Katrina, the response of disaster victims was framed by the media in ways that greatly exaggerated the incidence and severity of looting and lawlessness. Media reports initially employed a 'civil unrest' frame and later characterized victim behavior as equivalent to urban warfare. The media emphasis on lawlessness and the need for strict social control both reflects and reinforces political discourse calling for a greater role for the military in disaster management. Such policy positions are indicators of the strength of militarism as an ideology in the United States.

Creative thinking in planning: How do we climb outside the box?

Higgins, Marilyn and Reeves, Dory. *TPR: Town Planning Review*; Vol. 77 Issue 2, 2006, 221-244

Creative thinking is a powerful tool for helping planners deal positively with rapid change and complex problems. This paper reflects on several recent UK and European research projects and explains theories underpinning creative thinking, analyses why it is important for planners, and discusses the benefits of using 'creative problem solving' techniques in practice and in education. Based on evaluations of applications to date, it examines ways in which creative thinking can be facilitated and applied in the future, in both practice and education.

Efficiency Performance in Indian Banking Use of Data Envelopment Analysis

Sathya Swaroop Debasish. *Global Business Review*, Vol. 7, No. 2, 2006, 325-333

Performance evaluation of the banking sector in India has assumed prime importance due to intense competition, greater customer demands and changing banking reforms. This study attempts to measure the relative performance of Indian banks over the period 1997-2004 using the output-oriented CRR DEA model. The analysis uses nine input variables and seven output variables. Segmentation of the banking sector in India was done along the following basis: bank assets size, ownership status and years of operation. Overall, the analysis supports the conclusion that foreign owned banks were on average most efficient and that new banks are more efficient than old ones, which are often burdened with old debts. In terms of size, the smaller banks are globally efficient, but large banks are locally efficient.

Moreover, this study finds evidence of concentration of efficiency parameters among peer bank groups.

Changes in Managerial Work: Tech Managers at Dotcom

Devi Akella. *Global Business Review*, Vol. 7, No. 2, 2006, 219-241

This article seeks to examine how recent structural and organizational changes could have had an impact on the role and work of managers in contemporary organizations with support of empirical data gathered from a case study undertaken in India. The article basically looks at issues like effects of recession, new work of managers, their managerial style and types of skills required to effectively fulfill the functions of managers.

Find more like this Innovation Speed in Small and Medium-Sized Enterprises.

Allocca, Michael A. *Creativity & Innovation Management*; Vol. 15 Issue 3, 2006, 279-295

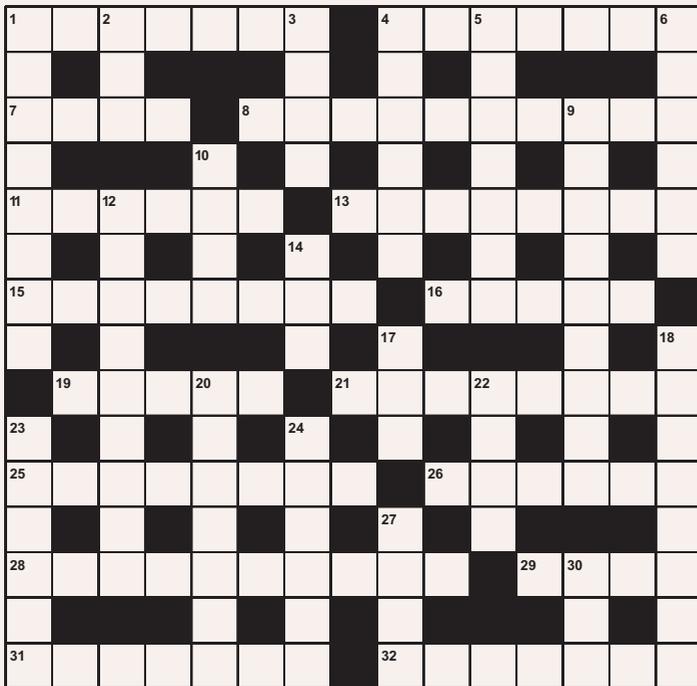
In this era of fast-paced technological change, companies are frequently forced to quickly bring innovative products to a competitive marketplace. Small and medium-sized enterprises (SMEs) play a key role in innovative contribution and growth of the global economy, yet face unique challenges with regard to new product development. To date scholars disagree on the effect of firm size on the antecedents and outcomes for innovation speed. We review the relevant literature, develop a conceptual model of innovation speed for SMEs and test it with 158 projects across several technology-related industries. Results revealed that SMEs had different speed antecedents from large firms, had their antecedents vary by radicalness and found speed to be synergistic with efficiency, quality and project success. Implications for managers and scholars are discussed.

Estimating demand by using sales information: inaccuracies encountered.

Ernst, Ricardo and Kamrad, Bardia. *European Journal of Operational Research*; Vol. 174 Issue 2, 2006, p675-688,

Demand data is integral to a company's overall information requirement. This is particularly true for manufacturers and retailers with regard to capacity, production and inventory planning. Notwithstanding the implicit inaccuracies encountered, companies are predisposed to employ sales data as a primary source of information for estimating future demand. In this paper, by adopting a two-product setting, the authors measure inventory cost inaccuracies that arise from using sales data in estimating demand. By analyzing these costs, the authors also explore the conditions under which the resulting inaccuracies are either "lessened" or become "acute."

Compiled by Rohtas Kumar, IIMB



Across:

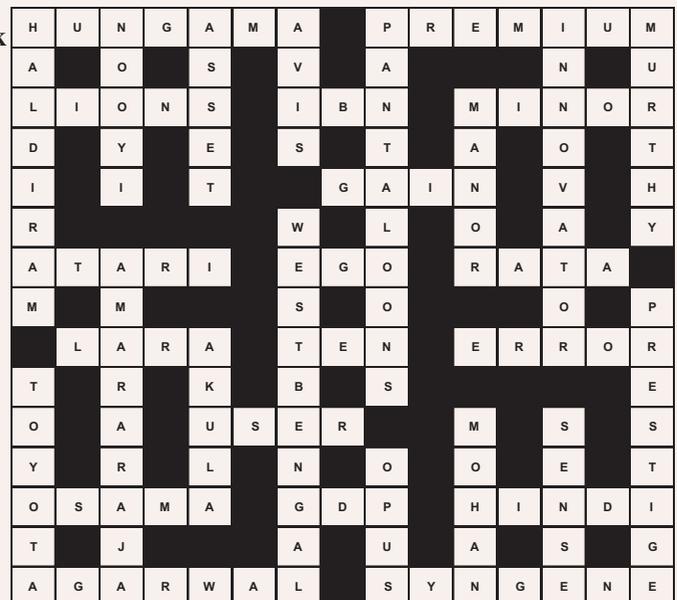
- 1 The official Linux logo (7)
- 4 A black prancing horse on a yellow shield is the logo of this famous car manufacturer (7)
- 7 The USA's first Graduate School of Management, at Dartmouth College (4)
- 8 The introduction of these revolutionised the hardware industry (10)
- 11 A type of letter or card that is mainly used for domestic mail (6)
- 13 Removed from a set of securities that are traded on a stock exchange (8)
- 15 Term used for the purchase and sale of a security within a short period of time, usually on the same day (2,3,3)
- 16 The Ruias own this group, one of the largest corporate houses in India (5)
- 19 Goldman _____: one of the world's most prestigious global investment banks (5)
- 21 The erstwhile luxury car produced by HM (8)
- 25 Warding off or preventing (8)
- 26 Watch brand famous for its transparent look (6)
- 28 India's leading financial services and real estate company (10)
- 29 One of the leading global hardware manufacturers (4)
- 31 Pixels are a measure of this in a digital camera (7)
- 32 A set of coded instructions that enables a machine, especially a computer, to perform a desired sequence of operations (7)

Compiled by Ravi Narayan Raghupathi

Down:

- 1 _____ Dunn, who recently resigned as Chairwoman of HP (8)
- 2 These are an assured return scheme, that can be bought at the Post Office (3)
- 3 One of India's oldest and largest IT training institutes (4)
- 4 Rajiv Bajaj recently made the cover of the Asian edition of this coveted magazine (6)
- 5 The chief mountain range of western North America (7)
- 6 Intel's former tagline was "Intel _____" (6)
- 9 Phrase meaning to pass over, across, or through (2,7)
- 10 _____ Blyton, world-famous British children's author (4)
- 12 Intel's new tagline is " _____" (4,5)
- 14 Term for a problem in a software (3)
- 17 Rahul Dravid endorses this bank (3)
- 18 _____ Rajan is the Chief Economist of the IMF (8)
- 20 Company that pioneered the concept of packaging edible cooking oils and dairy fats in flexible pouches worldwide (7)
- 22 A population centre that is larger than a village and smaller than a city (4)
- 23 An insane person (6)
- 24 Non-ergonomic usage of computers can lead to Repetitive Stress _____ (6)
- 27 A financial product that offers you life insurance as well as an investment like a mutual fund (4)
- 30 Family vehicle (3)

Solution to Crossword No. 18



The ManagementNext crossword was not published in the previous issue due to technical reasons. Apologies.

Only questions in Google

Google CEO Eric Schmidt has said: "We run the company by questions, not by answers. So in the strategy process we've so far formulated 30 questions that we have to answer. What are the next big breakthroughs in search? And the competitive questions:



What do we do about the various products Microsoft is allegedly offering? You ask it as a question, rather than a pithy answer, and that stimulates conversation. Out of the conversation comes innovation. Innovation is not something that one just wakes up one day and says 'I want to innovate.' I think you get a better innovative culture if you ask it as a question."

Since the Asian culture still abhors questions, is the innovation culture a distant dream?

India's 'wasted' generation

There is a general belief that Indians born around or just after the Independence have taken India downhill in all respects compared to countries that were even worse off in 1947. No one has taken a better potshot at this 'wasted generation' than Ashok Kenny, MD of NICE, which is promoting the Bangalore-Mysore Expressway project.

He got two 95-year-old ladies and a few two and five year old children to inaugurate the first phase of the project a few months ago consciously leaving out anyone including top bureaucrats and politicians. His logic: "Let the generation that fought for freedom pass on values to the younger generation. He says: "Our generation has wasted valuable 50 years by playing cheap politics, dividing people on religion and caste, and institutionalizing corruption."

The inauguration style was "my way of saying sorry for not living up to the expectations of both the old and the young generation. We should have created the best of schools or roads or health centers and ensured social harmony. We failed."

"I wanted to tell the kids: "You skip us and take the message from the old generation and move ahead." A powerful message indeed!

Disentangled misfits win

Freescale Semiconductor is estimated to command a leveraged buyout price in excess of \$15 billion, the biggest ever in the

industry. Motorola dumped what became Freescale in 2004, because it had no great future ahead! And Freescale once again is demonstrating that misfits - losers if disentangled from overbearing bureaucracies, can become winners almost overnight.

Washing machine washes vegetables

Employees of China's Haier discovered through visiting rural customers that they frequently used their washing machines not only to launder clothes but also to clean vegetables. By making a few minor modifications to the washers they manufactured, Haier was able to market the machines as versatile enough to wash both clothing and vegetables, and rapidly became the market leader in rural areas of its home country.

In India, Punjabi *dhabhas* are known to make lassi in washing machines. Then, why haven't Indian washing machine makers done anything about it? Knowing Indian obsession for hoarding, *dhabhawallas* may prefer run down washing machines rather than invest in a new one.



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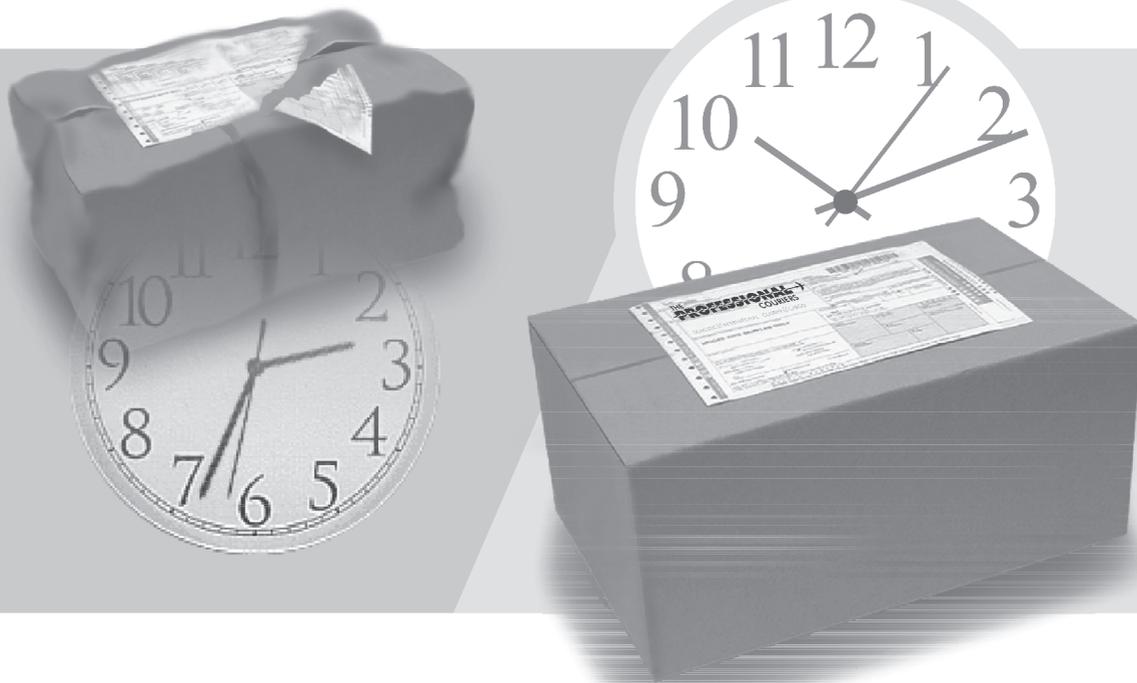
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