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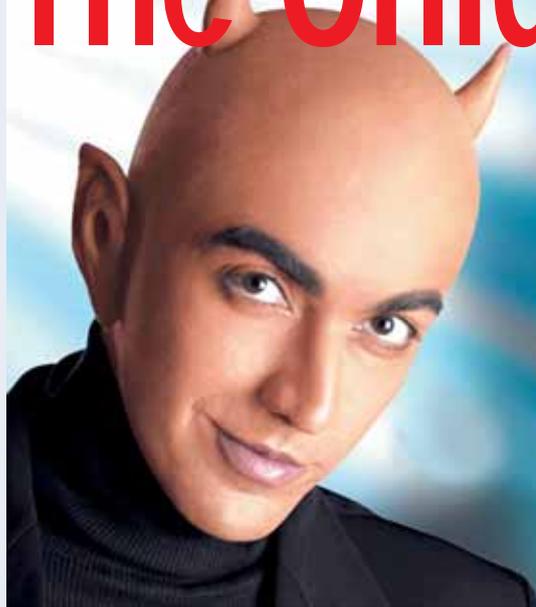
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The Onida Way



Mirc Electronics has made beating MNC brands a habit. How does it do this so consistently?

By Benedict Paramanand

What does it take to challenge a global brand and succeed? Innovative spirit, loads of guts, self-belief, passionate and hands-on leadership, refreshing design, a great ad line and of course, a bit of luck. Mirc Electronics, the custodian of the Onida brand, is lucky to have had all this in good measure.

It first started with the TVs two decades ago when the Indian television brands were facing the threat of extinction from powerful global brands. Most Indian TV brands did wilt under the onslaught except for three brands, and Onida happens to be one of them. Onida's ad line 'Neighbor's envy, owner's pride', executed brilliantly with devil as its mascot, did more than all other attributes required to beat the competition. But its subsequent victories with DVD players, air conditioners and now the washing machine, are

because of a good mix of all the success mantras which a management guru would reel out.

In a two-decade span, Mirc has fought many a pitched battle and has won most of them single handedly. Many of its contemporaries perished with the exception of Videocon and BPL. Videocon seems to have survived but has been struggling. BPL, which had an enviable brand equity, lost out due to a challenged leadership. With Sanyo taking a bigger role, the BPL-Sanyo duo are depending on the combined brand value to make a come back.

How Mirc has gone about its 'devilish' game plan makes for an interesting story. The way it got into the second position from nowhere in the air conditioner and DVD player market shows how consumer insight can be converted into a winning proposition.

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Intuition vs Analysis

Intuition and analysis are at loggerheads to show who is superior

Just like the way fashion goes and when people think that's the end of it, it shows up again, particularly in clothes and hairstyles. Likewise, there are a few fundamental questions for which, when thinkers believe, answers have been found, they creep up again. The classic case is that of whether to depend on intuition or raw analytics in decision making.

The culprit is Malcolm Gladwell, who, through his book,



Malcolm Gladwell

Blink: The Power of Thinking without Thinking, tore open the debate which analysts thought they had won. In the Indian context, R Gopalakrishnan, one of India's most accomplished executives with an original mind, has joined Gladwell in reasserting the power of intuition in his recent book *The Bonsai Manager: Lessons from Nature*.

The crusader for the analytics is the famous management guru, Tom Davenport. He wrote in his blog recently: "I've made a big bet on analytics. I strongly believe that companies building strategies around analytics, experimentation, and fact-based decision making are more likely to win. I've been gratified to find much corroboration for this argument."

"Sure, Dr. John Gottman, the eminent marriage scientist, (in *Blink*) can watch you interacting with your spouse and tell whether you will stay married or not. That's not intuition, but rather years of videotaping, interaction coding, and regression analyses to figure out what really matters to keep couples together. This debate is of no help to budding managers who look for guidance." It frosts Davenport even more when Gladwell suggests that intuition is at work when substantial

analytical work has preceded a decision. The emergence of clever software tools that throw up analysis without being influenced by human emotions or the state of mind at the time of decision-making, has given the analytics camp the confidence that they hold the advantage.



Tom Davenport

Yet, going by the arguments and quotable quotes of business leaders and scientists, it appears intuition is gaining bigger ground. "The only real valuable thing is intuition," Albert Einstein had said. "Often you have to rely on intuition," Bill Gates said. The power of Gladwell's stories reveals how belief in 'blink' could fundamentally transform our relationships, the way we consume, create and communicate, how we run our businesses and even our societies.

It frosts Davenport even more when Gladwell suggests that intuition is at work when substantial analytical work has preceded a decision

Davenport does not dismiss Intuition altogether. He says, "it is not the key to business decision making, but only one approach to be used when appropriate." Even Gopalakrishnan, executive director at Tata Sons, says, analysis has a place in decision making. He calls for a balance of analysis and intuition but when push comes to shove, people should go by their intuition.

This doesn't mean there is a compromise. The two camps still hold on to their views but are willing to give some credit to the opponents.

we accept



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Continued from page 1...

Mirc realized that the north Indian market had craved for heavy-duty ACs while the ones available were 17,000 to 18,000 BPUs. Onida went ahead and introduced the 19,000 BPU AC with focus on dashing design and priced it below that of market leaders. Within no time, Onida moved up from fifth to second in market share in several Indian cities including Bangalore.

On DVDs, it was a no-brainer, yet it made a big impact. Mirc observed that a big segment of the DVD buyers used pirated and over-used DVD and VCD discs from the corner video rentals which invariably cranked up. Mirc introduced DVD players which could play scratched DVDs and VCDs. Whether this technology really worked, is yet to be established in the consumer context, but the very fact that such a thing was available took the Onida DVD player brand to near the top from nowhere. This is clearly a case of addressing the critical consumer need. The one to follow - a washing machine that can also wash shirt collars - is expected to take Onida washing machine brand, where it doesn't even have a presence now, to the top.

Ad agency **MindShare** has contributed its bit of innovation to the success of Onida's DVD players through experiential marketing on radio for which it even won the Emvies award this year. MindShare targeted the most listened to segment on radio music and integrated the Onida DVD ad within the song itself. The song disruption idea, which MindShare claims is a first for any brand, resulted in a 58 per cent increase in sales.

Mirc's success stories are not because of a series of freaks or one man's imagination like Steve Jobs. **Mirc Electronics' CEO and founder Gulu Mirchandani, called Gulu by people close to him, is an ardent innovator and is literally the chief innovation officer at Mirc.** Unlike most others who would assign the innovation function to R & D which rarely understands the market dynamics, Gulu sits through innovation review meetings for two hours every Monday morning. Gulu told a CII Innovation Summit recently in Bangalore : "If we had not innovated and were just another product company, we would have been wiped out by now." His challenge to his people: "We must make something which no one else in the world has done."

But the credit for firing up the innovation flame among Mirc executives and employees goes to the Bangalore-based **Erehwon Innovation Consulting's CEO, Rajiv Narang.** Gulu acknowledges that it was Rajiv who proselytized his 300 top executives a decade or so back, from agnostics to believers in the magic of innovation. Since then, there's no looking back.

What Mirc's experience shows is that for an organization to throw up market-beating offerings repeatedly innovation should become part of its DNA. Mirc's DNA has three helixes which look like three intertwined Cs – customer intelligence, consumer integration and creative marketing. In fact, Gulu evaluates his executives' KRA each month on what they contribute to innovation. Mere introduction of snazzy models don't earn any points.

Indeed, Mirc's story shows that passion for innovation by committed leadership, combined with great customer insight, can literally beat the hell out of competition.

Self-destructive habits of organizations

“Good companies destroy themselves by acquiring bad habits. It is akin to acquiring bad karma on the path to success,” says Prof. Jagdish Seth

It's interesting how the mortality rate of human beings is on the decline while that of business organizations is on the rise. Prof. Jagdish Seth, the guru of Marketing, in his new book, *The Self-Destructive Habits of Good Companies: And How to Break Them*, lays down seven bad habits that successful companies usually develop which eventually turn out to be the factors for their descent.



As with people, these self-destructive habits are learned, not innate, and we can watch as companies adopt patterns of behavior that are self-destructive. Sometimes these habits get worse over time and become, in effect, addictions.

Organizations' lifespan has declined from 45 to 18 years in Germany, from 13 to nine years in France and from ten to four years in Britain. While it is important to look at what makes companies successful, it is also becoming equally, if not more, important to study failure of companies.

Among the 62 companies praised by Tom Peters and Robert Waterman in their early 1980s bestseller *In Search of Excellence*, many, including Xerox, IBM and Kodak faced hardships in the next 20 years; some recovered and some did not. Is it possible that success brings with it, its own set of bad patterns of behavior and potentially fatal consequences?

Arrogance, among all, tops the list of these seven habits. Success tends to boost the ego of companies, and helped by the media hype, these companies reach a peak, and decline steadily. **Complacency** is a habit typically seen in monopolistic situations where a successful company allows competitors to identify niche areas around and take on the whole market from there. Hindustan Levers, DeBeers and BSNL are examples of this sin. **Turf wars** is another destructive habit where internal battles jeopardize the company's success. **Volume obsession** is a habit that makes companies overlook margins in favour of growth.

Denial is when successful companies refuse to accept new realities. Companies deny new disruptive technologies or deny competition from non-traditional sources and pay a price. Continuing with an activity or a competency even when it has outlived its utility just because you are good at it makes you **competency dependant**. And **competitive myopia** is when you are comfortable within your zone and don't see competition coming from outside your geographical zone or from other products. Fortunately, there are a few gurus, who, if not help companies extend their life spans, will tell them how to reinvent themselves.

Autocrat is out, inclusive CEO is in

In the last decade the landscape for CEOs world over has changed considerably. Turnover has increased, the average tenure has fallen, and performance-related turnover has gone up. The environment has steadily turned more demanding for the top honchos. With power of the boards now increasing and with boards now involving themselves more in strategy and insisting on acceptable shareholder returns, the pressure on the CEO is on the rise. Less than half of CEOs leaving office in 2006 departed under normal circumstances, according to the sixth annual survey of CEO turnover at the world's 2,500 largest publicly traded corporations released by management consulting firm Booz Allen Hamilton

According to the study, annual turnover of CEOs across the globe increased by 59 percent between 1995 and 2006

- Performance-related turnover increased by 318 percent
- In 1995, only one in eight departing CEOs was forced out. In 2006, nearly one out of three CEOs left involuntarily
- The proportion of CEOs leaving because of conflicts within the board increased from 2 percent in 1995 to 11 percent in 2004–06
- Boards are increasingly prepared to replace CEOs

in anticipation of disappointing future performance, instead of merely as punishment for poor past performance

The CEO is learning to change himself from his old 'imperial' self to the modern 'inclusive' self. On one hand the boards are becoming more powerful; on the other, large shareholders like hedge funds and private equity firms are taking a more active role in decisions that were once the sole purview of the CEO. Hence an autocratic CEO is fast becoming a misfit and inclusiveness is in.

To succeed in this new era, CEOs are finding that they must embrace and reflect the concerns of board members, investors, and other constituencies, including employees and government. This calls for a new set of skills – to engage in dialogue with multiple stakeholders, to take help from advisors who complement their own capabilities and to maintain transparency in their communications about financial results and compensation. In addition, they'll have to address such new-era governance challenges as balancing the interests of active institutional shareholders — hedge funds and buyout firms, for example — against those of other investors.

Political diagnostic toolkit on its way

When managers grow as leaders, they need to work with several stakeholders to advocate or lobby, influence outcomes and this is when political awareness and skills would be most required. To see and communicate the big picture, make connections, be credible with different groups and broker relevant political and strategic relationships calls for political skills.

A major survey conducted in late 2006, and published in June 2007 by the Chartered Management Institute in partnership with Warwick Business School concluded that political awareness and managing the political dimensions of professional life are being considered very important by managers. **There is evidence from the national survey that having greater political skills is also associated with stronger organisational performance.** By politics, most managers, especially women managers, mean alliance-building to achieve organisational objectives. Very few see 'politics' as 'protecting their turf' or 'pursuing personal advantage'.

Political skills are perceived to be high among people who work in PSUs rather than private firms, in consultancies and voluntary sector rather than in other sectors and in people who have worked across several organizations or geographies.

The study indicates that political skills are learnt by experience and on-the-job (by making mistakes and learning), informal observation of senior managers and exposure to alternative organisational and societal cultures. The Chartered Management Institute and Warwick Business School are developing a diagnostic toolkit to help managers identify their strengths and weaknesses in leading with political awareness.

Ready for black swans?

Predicting the future has become a serious business not merely for astrologers but also for economists and management gurus. But someone had to stand up and call their bluff. That's exactly what Nassim Nicholas Taleb, of the *Foiled by Randomness* fame, now, has done in his new book, *The Black Swan: the Impact of the Highly Improbable* (Random House, April 2007).



It's evident today that the science of predictions is subject to various errors because of the power of the improbable.

The predictive methodologies base too much emphasis on the past, and expect the future to behave in a similar way. But some rare events can throw all such assumptions asunder and cause predictions to go awry. Taleb calls improbable events "Black Swans." All swans were white until the black swan was discovered. **The black swan, whose discovery invalidated the theory that all swans are white, stands as a metaphor here for unpredicted events. Taleb rides this manifestation of the unpredicted event** into a range of phenomena, such as why a book becomes a best-seller or how an entrepreneur becomes a billionaire.

The black swan theory is contrarian to the popular notion that experience teaches us lessons which is based on the power of induction. Human beings may not have a better alternative to learning than from experience but before depending heavily on such deductions, what one can do is to account for limits that the problem of induction places on our claim to knowledge.

IIMB offers advanced masters program

The Indian Institute of Management, Bangalore, is partnering with City University of Hong Kong, at HK and Shenzhen, China; SDA Bocconi School of Management at Milan, Italy and Business and IT consortium at UCLA (University of California, Los Angeles, USA) to introduce an Advanced Masters Program in Management of Globally Distributed Work (AMPM-GDW).

The AMPM is a high-powered executive program targeting the upper-middle and senior managers, who as part of their job, need to develop markets and manage business units around the globe. The program is also for professionals who are being groomed to transition from technical and delivery positions to managerial, business-consultancy and customer-facing positions in different regions of the world as well as the corporate headquarters.

The program helps in in-depth understanding of global management problems from each of these perspectives. It is being held 10 days per trimester (every 4 months) at each international location, so it does not disrupt with continuing work commitments and schedule. **The curriculum** is designed in consultation with leading multinational companies and researchers in GDW, such that the curriculum is both practically useful and academically sound. **It is a blend of the theoretical and practical** - delivered through a combination of lectures, group work, company visits, and cases.

Contact: Neetu Sood, 080-2699 3209, gdw@iimb.ernet.in

'Bad' attitudes are good for innovation

Innovation expert Paul Salone is certain that bad attitudes that we see manifest in so many ways might have some upsides. In fact, organizations benefit from rebellious employees who challenge assumptions and rudely assert a different point of view. He asks, in an article in innovationtools.com: "Should we (then) seek to employ more people who are unruly and disrespectful?"



He is clear that what we need is not a lack of respect but a lack of deference. In the modern innovative organization leaders need to earn the respect of their employees because of the values they stand for and not because of their position in the hierarchy. A lack of deference should be encouraged so that anyone can challenge anyone else's ideas regardless of their status.

'Innovation comes from angry and driven people,' says Tom Peters. The innovator is not happy with his lot. He is impatient for change. And this can be a problem for successful companies. "The natural satisfaction that people derive from success can lead to complacency, which is the enemy of innovation. This is why the innovative leader always engenders a healthy dissatisfaction with the status quo. It is all very well telling shareholders that the company is making steady and satisfactory progress but the internal message needs more of an edge."

It's clear that every revolution starts with a rebel. So, if you want innovators in your team, look for people with some particular bad attitudes - the ones with rebellious, contrarian and divergent views. Leaders must understand that these are people - who some might

label as troublemakers, are - really not negative or cynical. On the contrary, they are passionate about their ideas.

Now, the bigger challenge is, who will be given the task of recruiting rebels. You cannot leave it to HR. The recruiting team should typically comprise a senior management person, the functional head and an HR executive.

What funnels can't do, software can

Funnel is a popular imagery in companies dealing with ideas. Ideas emanating from all sources are put into the funnel from where only a few emerge at the end. It's normal to hear someone say: "We have plenty of ideas; what we need are better ideas!"

When idea management was introduced in the late 1990's, the goal was to attract a massive number of ideas and, somehow, winnow them down to find the good ones that would keep the innovation pipeline filled.

It was a "needle in the haystack" approach and time has shown that it was not the right solution. Simply put, nobody had the time or interest to review all those ideas. At best, only a few seconds got allotted to each idea, in a process known as "mass review." Never mind that this evaluation method often let terrible ideas continue and stopped good ones much too soon!

What if the ideas submitted were fewer but better? Would that help the process? Ingenuity Bank was created for this purpose and, not surprisingly, it has been attracting a great deal of attention. **Ingenuity Bank is seen as an effective and efficient idea management software. (www.ingenuitybank.com)**

Ingenuity Bank is different from conventional idea management in three significant ways: It encourages individuals to develop their ideas, using ingenuity e-tools, before submitting them. The ideas continue getting

developed via the blog approach, in which submitters further refine their ideas based on peer feedback.

Ingenuity Bank accepts idea drafts via IdeaText, text messaging from any cell phone, anywhere, any time. Later, the submitted ideas can be further refined. The IdeaText feature solves another classic idea management problem: the fact that most good ideas are not originated in the workplace. With IdeaText messaging, there are no more napkins or backs of envelopes to lose. And no more great ideas to forget!

Ingenuity Bank puts the responsibility for good ideas where it belongs - on the idea submitter. And then makes the ideas far more robust than common practice by tapping into the brainpower of a virtual community of aspiring innovators, problem solvers and creative thinkers.

ThinkCube

Kes Sampanthar, author of the MetaMemes creativity card deck, has recently launched a new tool called ThinkCube. It includes brainstorming cards with over 200 ideas, creative techniques and words from an eclectic set of sources, an Idea Handbook that explains his "ThinkCubation" process and a set of Idea Notepads where you can record your ideas - and, apparently, customize your idea library. Kes' website includes a "Try it!" page, where you can download PDF samples of some of the cards and review the instructions.

This is Kes' second offering, the first one, called MetaMemes, turning out to be a bit hit. MetaMemes is a unique, multi-faceted tool to help the process of creative, divergent ideas through a fascinating brainstorming card deck.

Kes Sampanthar is a creativity trainer and speaker who looks for an engaging way to collect and utilize the best ideas he comes across. He designed MetaMemes to encourage fun and laughter, which tends to be a great catalyst for creative ideas.

The power of reuse

“Bad artists copy. Good artists steal,” Pablo Picasso said. How is that relevant to organizations that are trying hard to be innovative?

According to Harsh Manglik, Chairman and MD of Accenture India, Picasso believed that copying and stealing in real sense are not bad for art. In fact, they lead to great art over a period of time.

This is a provocative proposition because the normal belief is that innovation has to be always original. But in reality there are very few ideas that are totally original. **“It is honorable to reuse existing ideas, leverage them, refine them and rebuild them appropriately. The importance of this way of looking at innovation is huge. I think this is a very powerful idea,”** Mr. Manglik told an audience of innovators brought together by CII recently in Bangalore. He even suggested an award for best reuse.

Innovation is not thinking in the vacuum but coming up with ideas that stick. Abstract ideas must get traction. Mr. Manglik observed that “innovation will work only if the value recipient is known.”

The ‘reuse innovation’ concept is indeed getting the attention. Results from a recent case analysis at the



Harsh Manglik

Jet Propulsion Lab at the California Institute of Technology focus on the capture, transfer and reuse of knowledge for innovation. The authors Ann Majchrzak, Olivia Ernst Neece and Lynne P. Cooper argue that very little research has focused on reuse and question the extent to which we know how to facilitate reuse for innovation. Through their study, they have derived a model that identifies eight factors likely to encourage knowledge reuse and how the reuse process unfolds in an innovation context.

The authors also extended their study to understand the knowledge reuse process when radical innovation (e.g., experiments to prepare for human exploration of Mars) is expected. They found that reusers redefined problems at the outset in nontraditional ways using analogies and extensions, rather than accepting the preexisting problem definition. They used a substantially broader search strategy with a greater variety of search methods; and worked more closely with adapters during the latter stages of the reuse process.

So, it’s a great value to build on what you have. Don’t squander it!

Intentional forgetting helps advertisers

What makes some brands more memorable than others? Why is it that the shelf-life of some advertisements, in public memory, is longer - is it the celebrity involved or humorous copy? These are some of the research interests of Shanker H Krishnan, Associate Professor of Marketing, Kelley School of Business. Professor Krishnan was recently at the Indian School of Business (ISB) to present an interesting research paper on “Intentional Forgetting as a Facilitator for Recalling New Product Attributes.” The event was held as a part of the ISB’s ongoing research seminar series.

Professor Krishnan’s paper propounded that consumers may intentionally try to forget old product information in an attempt to remember new product information. This occurs, when market changes alter what product attributes are deemed important. The paper further demonstrated that intentional forgetting of this nature, temporarily inhibits retrieval of old product information and leads to a benefit to memory for new product information. Results show that after a short delay,

benefits continue in the absence of costs, which is supportive of a multiple-process account of intentional forgetting. It is also proved that brand preference is based on learning of new attribute information.

Professor Krishnan specializes in consumer behavior and memory for advertising.

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Unusual uses of usual technology



By Ranganath Iyengar

For the technology world, unusual is “business as usual”. In this article we look at some everyday technologies that have been leveraged for very unusual applications – “unbelievable – believe it...” as Ripley would say!

Dr Osman Ratib of UCLA and Dr Antonie Rosset of Switzerland have developed OsiriX, a Macintosh based software for manipulation of complex medical image data. It is software that is developed for DICOM image data produced by medical equipment (CT, MRI, PET, PET-CT) and allows for viewing of 2D, 3D, 4D and 5D rendering on an iPod! Since the iPod has large storage space, it made eminent sense to leverage the iPod and copy data using the Firewire port – in the words of the inventor think of the iPod as a giant memory stick.

The swimming robot

First you had endoscopes that ‘swam’ through the GI tract and now you have tiny robots that dart through the GI tract guided by biomedical equipment such as an MRI. So you have multiple technologies at work – medical robotics, software, imaging, lasers and drug delivery systems all packaged into the tiny 2 cm robot! Current trials are on at Carnegie Mellon and Harvard Medical School.

Faster chips and longer battery life

Finally Moore’s law is being interpreted more coherently and Intel’s new chip balances speed and battery life with a new hafnium based insulator that provides stronger electrical coupling without degrading the performance of the transistor. The next stage of refinement will be a minimum feature size of 45 nanometers. If you ever wondered why your new computer was heating up all the time, it was due to this flaw in the current leakage which used to make chips run hotter and consume more power.

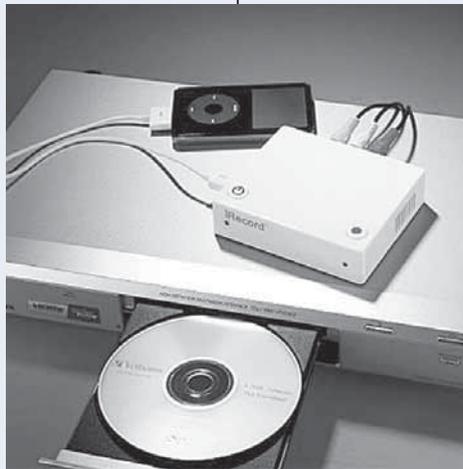
Topical Search engines

We generally use search engines for everything and anything but now there are several search engines that do focused searches – e.g. www.answers.com focuses only on dictionaries and provides access to 4 million encyclopedias; www.imdb.com focuses only on movies; www.embassyworld.com provides a compilation of countries, cities and a search engine on all embassies and consulates; www.newspapers.com focuses only on newspapers; www.radio-locator.com lists only radio stations and audio streams and www.scirus.com is the most comprehensive

science specific search engine available – so there you go...there is life beyond Google...

The mood of the Internet

Moodviews is a collection of instruments that maps the mind of bloggers as they write their blog sites. Moodviews follows the moods of more than 2 million bloggers every day and provides clearly measurable responses. Interestingly this is being used by journalists, marketing specialists, bankers and psychologists. Moodviews has 3 components – Moodgrapher monitors the global mood of bloggers and plots them into trend graphs, Moodteller uses language technology to predict the mood on the Web and Moodsignals records unusual swings. It further uses search engine technology to find an explanation for these mood swings.



Fleximusic generator

This is a unique tool to generate musical and non-musical sounds. You can use it to produce robotic/synthetic voice from your own voice. It can be used by digital musicians, composers, producers, sound engineers, game programmers etc. The three steps involved are instruments, sound source and sound modifiers/effects. Therefore, one file can have unlimited number of instruments.

Art and Technology

At Indiana University, a recent technology showcase focused on stretching the boundaries of traditional craftsmanship to enhance creativity in art and craft. Examples include artworks created in virtual space using 3D software and a computer generated orchestra (Informatics Philharmonic) that follows the subtleties of violin soloists!

Technology is always fascinating and stretches the limits of human imagination; and applying a little creativity can result in any of the above interesting ideas of using commonplace technologies for unusual applications. There is always the risk of failure, more often than not, it requires thought process and a lot of common sense to figure out the solution. Well, there is a lot more if you are interested such as unusual Chinese robots that take orders in restaurant, act as tour guides and pull cycle rickshaws.....

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“Jack, the coffee taste better when you make it!”

By Harry Paul

Here's an instance of how service can be better when a pinch of human touch is added to it

Recently, Jack was in a local delicatessen in Philadelphia enjoying brunch with his wife. A man recognizes him from the WAWA convenience store where Jack works, and stops by to say hello. The man says that he had had a cup of coffee at the WAWA that morning, but it didn't taste as good as when Jack makes it. Jack thanks the man for being a regular WAWA customer and for stopping by their table to share. He then turns to his wife and says with a laugh, “The coffee is pre-measured, and the water comes out of a filtered tap. How could it taste better when I make it? Maybe it's because I wash the coffee pots better—that's it, I wash the pots better.”

Looking at the business world today, one thing is certain. Well washed pots won't make the coffee taste noticeably better. Technology is making products very much alike. Everyone seems to be selling the same thing for the same price with a baseline of good service. What will set us apart from everyone else? We can create an environment that gives customers a unique experience—we can make them feel special; that they're important and a part of our life. As my friend Jack Mitchell, author of *Hug Your Customers* says, “Grab them with warmth.”

That's exactly what Jack does. But who's Jack? Actually, Jack is my father. He lives in Philadelphia, is 85 years young and still works part time. He is the oldest employee for WAWA and works the coffee counter at the store near his home three mornings a week. My dad loves people—he loves

talking to them, sharing stories and getting to know them. He is the Mayor of WAWA.

When he was telling me the story about the man at the delicatessen saying how the coffee tastes better when he makes it, I started to laugh. I told him it wasn't that the pots were cleaner. I said, “Dad, you make the coffee taste better.” He said questionably, “I do?” I said, “Sure, you do. It's because you are nice to people and you're interested in them. You share yourself with them, make them laugh and create a positive experience for them which, in turn, makes the coffee taste better. You do naturally what helps an organization attain and maintain success. You make a big-time difference.”

Jack's behavior did not go unnoticed. Not long ago, WAWA awarded him with a medal for outstanding customer service. After receiving the medal, he said to me. “I still think it's that the pots are cleaner.” I respond, “They may be cleaner, but remember, you make the coffee taste better.”

What can we learn from how Jack made the coffee taste better?

Treat people as if they're important. Why? Because they are important. Without them there would be no business. So it's important that we never take customers for granted.

Help lighten their load. Get to know them. Share something of yourself with them. Share some humor with them. Think about what you are doing to ensure they have a memorable experience.

Build a relationship. When they leave, you want them to tell others

Treat people as if they're important. Why? Because they are important. Without them there would be no business. So it's important that we never take customers for granted.



about their experience and you want them to come back. Treat them like a boom-a-rang. You know what happens when you throw a boom-a-rang, it comes back to you. Give them a reason to say, “The Coffee Tastes Better When You Make it.”

Harry Paul is coauthor of the international best selling book, FISH! A Remarkable Way to Boost Morale and Improve Results and REVVED! An Incredible Way to Rev Up Your Workplace and Achieve Amazing Results. www.harryipaul.com

Laptop ergonomics

Using a laptop is a tradeoff between hazardous neck, head, hand and wrist posture

Dr. Deepak Sharan



In recent years laptops have become ubiquitous in Indian metros, and life for most professionals is now unimaginable without the convenience and portability it provides. However, there are important health and safety issues involved with the use of laptops and it wouldn't hurt to be aware of these.

The design of a laptop is unacceptable from an Ergonomics perspective because the screen and the keyboard are fixed to each other. If the screen is placed at the correct height (just below the eye level), the keyboard would be placed chest high, putting you at risk for sore shoulder and arm muscles and even compression of nerves and blood vessels around the shoulders (Thoracic Outlet Syndrome). If you place the laptop on the desk, as many of us do, the screen is too low and you can develop neck pain, headaches or giddiness (Myofascial Pain Syndrome). Hence, using a laptop is a tradeoff between hazardous neck/head posture and hazardous hand/wrist posture.

One of the important reasons for the recent surge in the number of people reporting Repetitive Strain Injuries or RSI (a group of debilitating overuse disorders affecting the muscles, tendons, nerves, blood vessels and fascia – covering layer of muscles) is perhaps the increasing use of laptops. The common symptoms of RSI include pain, stiffness, tingling, burning or numbness in the head, neck, back, arms or hands.



Tips for Prevention

Occasional users (spending less than an hour per day)

- Sit back on a chair without armrests with the lower back supported.
- Place the laptop on the lap or on a small cushion or book placed on the lap.
- Angle the laptop screen so that screen is visible with the least amount of neck bending.
- Keep the wrist unsupported and straight. Avoid the wrist rests provided on some laptops.
- Learn keyboard shortcuts.
- Ensure the lighting around you is indirect and there is no glare on the screen. Sit perpendicular to a window during day time, or draw the blinds.

Full time users

- Use an external keyboard and mouse, and connect them directly to the back of the laptop or to a docking station.
- Keep the keyboard on a negative tilt keyboard tray, and mouse next to it on a tray or mouse bridge.
- Keep the wrists unsupported and straight.
- Place the laptop on books or a laptop-stand, so that the top most part of the screen is at or just below the eye level.
- Alternatively, use an external desktop monitor, so that the top most part of the screen is at or just below the eye level.
- The elbow should be tucked close to the body and should make an angle of around 100 degrees.
- Lower the chair's armrests to the thigh level and do not rest

the elbow on it while typing. If that is not possible, throw the armrests away.

- Sit with the back supported on the chair's backrest with the thighs sloping down slightly so that the hips are higher than the knees.

- The wrist must be kept unsupported while typing and gel pads should not be used as wrist rests.

- The chin should be kept tucked in so that the ears, shoulders, elbows and

hips should meet an imaginary straight line.

- Take micro-breaks of five seconds every five minutes and macro breaks of two minutes every 30 minutes.
- Learn preventive stretches.

Laptop use while flying

- If you wish to use the laptop while flying, place it on your lap or on a cushion or book on your lap while typing. If you mainly wish to read from the screen, place a book or magazines on the tray to raise the screen to eye level.

Do not ignore the pain

- Do not ignore mild symptoms and consult an RSI specialist as soon as you develop symptoms. Advanced, neglected RSI has already rendered at least 60 young Indian professionals unemployed and unemployable.

The author is a Consultant in Orthopaedics, Rehabilitation and Ergonomics, and Medical Director, RECOUP, Bangalore (www.recoup.in). RECOUP is an acronym for RSI, Ergonomics, Childhood Disabilities, Orthopaedics, Understanding Pain and Physical Therapy.

How the Tatas are internalising CSR

The Tatas are taking CSR to the next level by an inside-out approach

By Sangeeta Mansur

When most companies are still thinking that CSR (Corporate Social Responsibility) is a set of feel-good activities or projects that you do for a good reputation, the Tatas are already on their way towards embedding CSR with business excellence and institutionalizing it at all levels more formally within the organization.

CSR in the Tatas started with a humanitarian approach to their employees and taking care of their welfare, and then moved beyond employees to their communities and to the society at large – in an ‘inside-out’ approach. They have now come a full circle at a new level and are re-looking at employee CSR in a new light: They have started a CSR capacity building exercise among all employees in the organization.

While organization-driven CSR is usually seen as benefiting organizations (in the sense of strategic CSR), the Tatas’ philosophy behind building CSR capacity within, transcends the organizational interest. **It sees CSR consciousness as an integral part of becoming a leader.** And operating from this belief, it helps its employees to grow more as ‘servant leaders’.

Servant-Leadership is a practical philosophy which supports people who choose to serve first, and then lead. It is through serving that one realizes her higher potential and becomes capable of leading.

The TCCI (Tata Council for Community Initiatives) has developed a Tata Corporate Sustainability Leadership Profile that can be used as a tool to identify, nurture and develop leadership and also as a means for self-evaluation of potential and personal development. There is a structure put in and a process of deployment laid out for identification of leaders, their induction, training and the measurement of outcomes and impact. The philosophy here is that sustainable value is more easy to create when a critical mass of participants apply their ‘total intelligence’ to their work / initiatives – cognitive, emotional, social, intuitive and spiritual intelligence. Servant leadership is an essential part of this leadership profile and so is the CSR responsibility. It is about leadership by example.

To deepen institutionalization of CSR, they have also

developed the Tata CSR Protocol. What’s impressive about the protocol is the fact that it helps build CSR goals into the balance score card/KRAs of senior managers; this is how CSR is totally integrated with core business goals. “Nearly one third of a senior manager’s time can be spent on work that’s related to CSR dimension and in several cases it has happened’, says Anant Nadkarni, VP, Group CSR, TCCI.

Tatas have put in an elaborate structure and mechanisms to operationalize and internalize their CSR philosophy. At the group level, the Council comprises CEOs of Tata companies and is chaired by a senior director, Mr. Kishor A. Chaukar

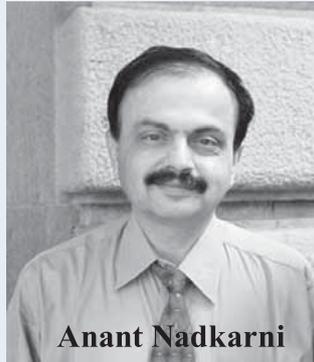
coordinated by a Vice President for CSR. At the company level, a CSR committee is formed, a Head – Corporate Sustainability from senior level is chosen to be responsible for CSR and a cross functional team for CSR is formed. Specific CSR Strategy, Annual Business Plans, budgets and review mechanisms are being evolved. There is a set of CSR Facilitators who get trained and operate with specific goals and targets as part of performance appraisal processes. There is a very clear emphasis on building CSR capabilities at senior levels so that they encourage other levels to involve themselves in CSR. An attempt is

on to see that this doesn’t operate like a mere mechanism but is run more like a movement – with a missionary zeal of building CSR practice across the organization.

CSR is not just a matter of structure, roles and some activities to show but, in

essence, is a ‘responsibility’ towards the society. But moving even beyond this, and infusing CSR among employees for their own self development and making it the organizational mandate means taking this responsibility to a new level of the ‘inside-out’ domain. If organizations, while developing their people as leaders, help them to ‘serve’ and simultaneously realize their higher potential, this is something valuable that organizations can do for their employees beyond a paycheck and an ego-boost.

Apart from accruing the obvious benefits like better employee engagement, commitment, performance and lower attritions, such endeavors are likely to evolve a company to a futuristic company which can integrate the organization, the employees and the society interests seamlessly.

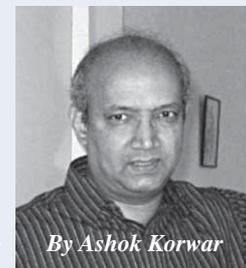


Anant Nadkarni

Tatas have put in an elaborate structure and mechanisms to operationalize and internalize their CSR philosophy.

What is constraining your growth?

What does it take to grow from mid-size company to large? From bit player to serious contender? From commuter plane to jet plane? From a 50 crore company to a 500 crore company? What are really the constraints to growth?



By Ashok Korwar

The Usual Excuses Won't Do!

We can't blame the government any more, not in these days of liberalization – no government stopped Tata from buying Corus and becoming a global player. No government even stopped Kingfisher from buying into Air Deccan and becoming one of the three largest airlines in India.

Can it be the market, then? Even less credible. Unless your company has 50% market share, you can't claim market size is a constraint. If you are a 50 crore company, it is unlikely that your market is only 100 crore, unless you are in agarbattis or fireworks or some such very specialized industry.

Finding the Constraint

Finding the constraint should be the first task of any CEO who wants to grow beyond the 100 crore barrier. Once you have found the constraint, it miraculously becomes a lever – you can move the earth!

Where should one look for constraints? Ideally, one should look inside one's own organization and even inside one's own mind. A few illustrations, from my experience with Indian companies over the past few year.

Constraint type 1: Obsession with short-term goals

If you are in the software services industry, everyone around you is growing at 40% a year. That convinces you, as CEO, that you need to grow at 10% a quarter, or 3% a month. The math may be right (actually it isn't quite right, as my sharp-eyed readers will no doubt observe!) but what happens once you follow it? Come April, if all your management attention is focused on growing 3% over March, what will you naturally focus on?

There is no other business action that can actually deliver any incremental revenue within the same month. Anything else will take months – whether it is projects, or products, or solutions



months. Some things take time, and that is all there is to it.

So, once our CEO is intent on selling bodies, imagine what will happen to his sales force. They will be forced to turn away from relationship-building, from trying to figure out their customers' real needs, anything that can lead to significant long run growth. Net result – total paralysis and atrophy of the sales engine and of the delivery engine for projects, solutions, products. Result: tension, struggle. Month after month. In extreme cases, as we saw with Computer Associates under a previous CEO, it can even lead to 'creative accounting'. Certainly not to long term growth. Who is the culprit in this case?

Constraint Type 2: Inertia in the management team

If a certain set of senior managers has become comfortable running a 50 crore company, at least some of them may not be too excited about becoming 10 times bigger. They realize, only too well, that things will not remain the same – their safe feudal territories, their respect in the organization, all may change if the company is much bigger. Even if they are not insecure, they may fall prey to 'group think' or 'the prisoner's dilemma'.

"If I change as an individual, and nobody else does, what good will it do? And I know the rest of these chaps, they will never change." Net result: stagnation even in the face of very real growth opportunities.

– there is no realistic way to accelerate a product sale by several months, for instance, just as there is no realistic way to accelerate delivery of a baby in less than nine

Constraint Type 3: Weak front engine pulling a long train

Companies that have grown rapidly from nothing to 50 crore, are often scarred by the growing pains they went through, the struggles to set up a factory, to build up the delivery team, to ensure quality. All their management attention has been devoted to the 'back end', to the neglect of the customer-facing front end. The CEO usually is the front-end, but around this time, he finds himself running out of hours in the day and getting increasingly consumed by issues in the delivery or manufacturing side.

The bottleneck therefore becomes the sales engine, but it takes time to realize this, especially as delivery and manufacturing problems rage unabated and it is hard to look beyond them.

Constraint Type 4: Bandwidth of the Top Management (read CEO)

If the CEO has to make every decision himself, compose every mail to customers himself, decide on every new hire himself.. at this point in the company's life, he simply runs out of hours in the day. The CEO's bandwidth becomes the constraint.

Bandwidth can mean time, but it can also be simply the scope of the CEO's vision. Coupled with constraint 2 above, it can really chain the company down.

What is the lesson in all this? We have not even mentioned any number of very real constraints here – supply chain, lack of good people, lack of funds. Whatever it is, the first task of a CEO in this stage of the company's growth journey should be to step back and figure out, dispassionately, what the constraint is. Once you know what it is, the rest is easy. The jet plane can now take off!

Ashok Korwar, formerly professor at IIMA, runs Growth Catalyst (Helps SMEs get to the next level)

Power of right feedback



By Robin Sharma

Thinking about feedback I've received. Reflecting on the wise words from mentors. Both criticism and praise. Most of it helpful, some of it not. And I've realized that giving quality feedback, world-class feedback, in fact, is a leadership imperative. Here's the big idea: developing other leaders is how you leave a legacy. Yes, you'll be remembered in your organization if you make a big sale or develop a new product. However, in the long run, the leaders who have the most impact on the organization were those who created other leaders. And the most powerful way to create leaders is to give world-class feedback.

World-class feedback is immediate, specific and frequent. Late, vague or infrequent feedback can be more frustrating than no feedback at all. Yes, I can hear you saying, "Robin, this will take so much more work!" Well, leadership is about doing the right things not the easy things. By spending more time and focus on giving world-class feedback you are improving performance now and more importantly creating a legacy of leadership.

Immediate

World-class feedback isn't a one-time affair. You can't wait for the annual performance review to let your people know what you think. Seize that rich learning opportunity that comes right after performance to tell them what they did well and what they can work on. People won't become better speakers if you tell them what you thought of their presentation three weeks later.

Specific

Telling someone that their report was "boring" or "ok" doesn't help them. Let them know that you liked the organization or where to add more data. By letting them know exactly what worked and didn't work, you are giving them the tools to "wow" you the next time.

Frequent

Always be looking for opportunities to let someone know how they are doing. Even it's a simple matter of saying, "Thanks for getting those invoices out on time."



Reflection questions

What was the most useful feedback you have received? Why?

What stops you from giving world-class feedback? Lack of practice? Fear? Your organization's culture?

Do you always give just praise or corrective feedback? People require both praise and specific suggestions on how to improve their performance.

Do you know how you prefer to receive feedback? Have you shared that information with your team mates?

The author is a spirituality coach to leading global companies. www.robinsharma.com

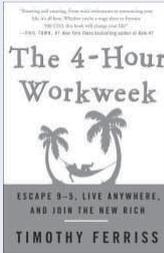
The 4-Hour Workweek: Escape 9-5, Live Anywhere, and Join the New Rich

by Timothy Ferriss, Crown Publication, April 2007

Ferriss has spent more than five years learning the secrets of the New Rich, a fast-growing subculture who has abandoned the “deferred-life plan” and instead mastered the new currencies—time and mobility—to create luxury lifestyles in the here and now.

Whether you are an overworked employee or an entrepreneur trapped in your own business, this book is the compass for a new and revolutionary world. Join Tim Ferriss as he teaches you:

- How to outsource your life to overseas virtual assistants for \$5 per hour and do whatever you want
- How blue-chip escape artists travel the world without quitting their jobs
- How to eliminate 50% of your work in 48 hours using the principles of a forgotten Italian economist
- How to trade a long-haul career for short work bursts and frequent “mini-retirements”
- What the crucial difference is between absolute and relative income
- How to train your boss to value performance over presence, or kill your job (or company) if it’s beyond repair
- What automated cash-flow “muses” are and how to create one in 2 to 4 weeks
- How to cultivate selective ignorance—and create time—with a low-information diet
- What the management secrets of Remote Control CEOs are
- How to get free housing worldwide and airfare at 50–80% off
- How to fill the void and create a meaningful life after removing work and the office

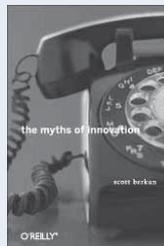


The Myths of Innovation

by Scott Berkun, O’Reilly Media, May 2007

How do you know whether a hot technology will succeed or fail? Or where the next big idea will come from? The best answers come not from the popular myths we tell about innovation, but instead from time-tested truths that explain how we’ve made it this far. This book shows the way.

In *The Myths of Innovation*, bestselling author Scott Berkun takes a careful look at innovation history, including the software and Internet Age, to reveal how ideas truly become successful innovations—truths that people can apply to today’s challenges. Using dozens of examples from the



history of technology, business and the arts, the book talks about how to convert the knowledge one has into ideas that can change the world.

- Why all innovation is a collaborative process
- How innovation depends on persuasion
- Why problems are more important than solutions
- How the good innovation is the enemy of the great
- Why the biggest challenge is knowing when it’s good enough

Brimming with insights and historical examples, Berkun’s book not only debunks widely held myths about innovation but also points the ways toward making new ideas stick

The Taboos of Leadership: The 10 Secrets No One Will Tell You About Leaders and What They Really Think

by Anthony F. Smith, Jossey-Bass, April 2007

Consultant Smith sets out to provide a description of what it takes to be a leader by focusing on taboos or certain prohibitions in corporate life that render them untouchable. In providing a frame of reference for understanding and recognizing these taboos, he says, “If taboos are holding our organizations and leaders down, they should be pruned back or weeded out, allowing our organizations and leaders to grow.”

He reveals the rarely discussed realities of leadership—the secrets that leaders just cannot admit to publicly for fear of losing power, self-respect, or even their jobs. This revelatory book will help both leaders and followers achieve real understanding and co-create a two-way street culture of openness, trust, and improved performance in their organizations.

The book discloses ten guarded secrets that leaders can’t discuss, even with their closest constituents, including: charisma shouldn’t make a difference ... but it does; women make better leaders ... when that’s what they really want to do; blatant self-interest is dangerous ... in followers, not leaders; thou shalt not play favorites with friends and family ... except when it makes a lot of sense; and more.

Toyota Talent

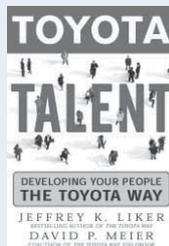
by Jeffrey Liker & David Meier, McGraw-Hill, April 2007

Toyota doesn’t just produce cars; it produces talented people. In the international bestseller, *The Toyota Way*, Jeffrey Liker explained Toyota’s remarkable success through a 4P model for excellence—Philosophy, People, Problem Solving and Process. Liker, with coauthor David Meier, provided deeper insight into the practical application of the principles in *The Toyota Way Fieldbook*. Now, these authorities on Toyota reveal how you can develop talented

people and achieve incredible results in your company.

Toyota Talent walks you through the rigorous methodology used by this global powerhouse to grow high-performing individuals from within. Beginning with a review of Toyota's landmark approach to developing people, the authors illustrate the critical importance of creating a learning and teaching culture in your organization. They provide specific examples necessary to train employees in all areas—from the shop floor to engineering to staff members in service organizations—and show you how to support and encourage every individual to reach his or her top potential.

Guiding you with expert tips and training aids as well as real-world examples drawn from the authors' two decades of research and field work, Liker and Meier show you how to get the most out of people who live and breathe your company's philosophy—and who work together toward a common goal.



Bottled for Business

by Karan Billimoria, Capstone, March 2007

What does it take to be a successful entrepreneur? There are many different answers, but according to Karan Bilimoria, founder of Cobra Beer, do the following and you won't go far wrong: be creative, go the extra mile, have confidence in yourself and your team, get lucky, be disciplined, take the long-term view, learn constantly and don't be afraid of serious amounts of hard work.

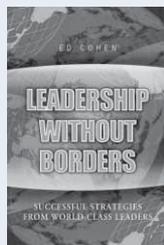


Bottled for Business gets to the heart of how and why Cobra Beer has developed into one of the world's best-loved brands. It is a story infused with the passion, belief, energy and vision of its founder and shares the ups and downs of how Cobra got to where it is today. But more than that, it is a story of inspiration for anyone who has dreams of running their own business.

Leadership Without Borders: Successful Strategies from World-Class Leaders

by Ed Cohen, Wiley, June 2007

Business leaders in today's borderless global marketplace face unprecedented challenges. The emergence of the knowledge economy has demanded that business leaders become global leaders. Successful global leaders are those with strategies for guiding and empowering a diversified workforce operating in different countries, cultures,



and time zones so that they can maximize the returns from trading in a worldwide market with distinct local needs.

Leadership Without Borders poses the question: What advice do successful global leaders have for future and current global leaders? It distills the practical insights provided by a large number of global business leaders into five key areas:

The practical suggestions in business acumen, worldview, people leadership skills, and business leadership will equip the readers to become leaders in the new borderless marketplace. Each chapter ends with a summary of the global leadership viewpoints presented, to assist the reader in building his own checklist of global leadership knowledge, skills, and behaviors that one can start to use right away.

The Wall Street Journal. Complete Retirement Guidebook: How to Plan It, Live It and Enjoy It

by Glenn Ruffenach, Kelly Greene, Three Rivers Press, June 2007

As you think about retirement, you've got facts to face, planning to do, decisions to make and numbers to crunch. With the experts at The Wall Street Journal to guide you, you'll learn how to tailor a financial plan for the lifestyle you want.



- Answers your biggest question—How big does my nest egg need to be?—by linking it to your particular hopes for how you want to spend your days in retirement
- Shows how to translate your dreams and interests into daily activities, whether traveling, opening a business, volunteering or going back to school
- Provides a timeline for decisions to make and steps to take ten years, five years and one year before you retire
- Offers tips on investing wisely and working with the right financial adviser
- Tells you how to maximize your benefits from Social Security and Medicare
- Guides you through the intricacies of 401(k)s, IRAs, annuities and other financial tools and resources

Report a book

If you have read a book that has inspired you, or helped you in your professional life, tell us about it.

Write to info@managementnext.com

Understanding and Measuring Linear / Nonlinear Thinking Style for Enhanced Management Education and Professional Practice

Charles M Vance, Kevin S. Groves, Yongsun Paik, and Herb Kindler. *Academy of Management Learning & Education*, Volume 6, Number 2, June 2007

Various past studies compete and seemingly contradict in their presentation of valuable alternatives to rational and logical thinking for improving decision-making and problem solving. This paper contributes to an integration of past research, and proposes and tests a multifaceted construct of thinking style based on two primary dimensions: linear thinking (e.g., rationality, logic, analytic thinking) and nonlinear thinking (e.g., intuition, insight, creativity). A self-report diagnostic instrument (Linear/Nonlinear Thinking Style Profile or LNTSP) for measuring an individual's linear and nonlinear thinking style profile is presented and validated in four separate studies. Validation study results across student, professional, and managerial samples reveal a four-factor model of linear and nonlinear thinking style. Implications of these results for future research are discussed, as well as possible beneficial use of the LNTSP for management education and business practice.

Stereotype Threat at Work

Loriann Roberson and Carol T Kulik. *The Academy of Management Perspectives*, Volume 21, Number 2, 2007

Managing diversity in organizations requires creating an environment where all employees can succeed. This paper explains how understanding “stereotype threat”—the fear of being judged according to a negative stereotype—can help managers create positive environments for diverse employees. While stereotype threat has received a great deal of academic research attention, the issue is usually framed in the organizational literature as a problem affecting performance on tests used for admission and selection decisions. Further, articles discussing stereotype threat usually report the results of experimental studies and are targeted to an academic audience. This paper summarizes 12 years of research findings on stereotype threat, addresses its commonplace occurrence in the workplace, and considers how interventions effective in laboratory settings for reducing stereotype threat might be implemented by managers in organizational contexts.

Business Ethics as Practice

Stewart Clegg, Martin Kornberger and Carl Rhodes. *British Journal of Management*, Volume 18, Issue 2, 2007

In this article the authors develop a conceptualization of business ethics as practice. Starting from the view that the ethics that organizations display in practice will have

been forged through an ongoing process of debate and contestation over moral choices, ethics are examined in relation to the ambiguous, unpredictable, and subjective contexts of managerial action. Furthermore, how discursively constituted practice relates to managerial subjectivity and the possibilities of managers being moral agents are looked into. The article concludes by discussing how the ‘ethics as practice’ approach that we expound provides theoretical resources for studying the different ways that ethics manifest themselves in organizations as well as providing a practical application of ethics in organizations that goes beyond moralistic and legalistic approaches.

Does top management team diversity promote or hamper foreign expansion?

Harry G. Barkema and Oleg Shvyrkov. *Strategic Management Journal*, Volume 28, Issue 7, 2007

Prior research suggests that top management team (TMT) diversity increases strategic innovation. This paper extended this argument to the case of entering new geographic areas. In addition to exploring the cognitive implications of TMT diversity, as done in prior research, the paper explored when diversity may lead to the formation of subgroups within TMTs hampering communication and the propensity to enter new geographic areas. The paper also examines how these positive cognitive and negative social implications change over time as TMT members interact over the years. The hypotheses were tested using ordinal probit analysis and data on 2,159 expansions of 25 companies over a period of more than three decades.

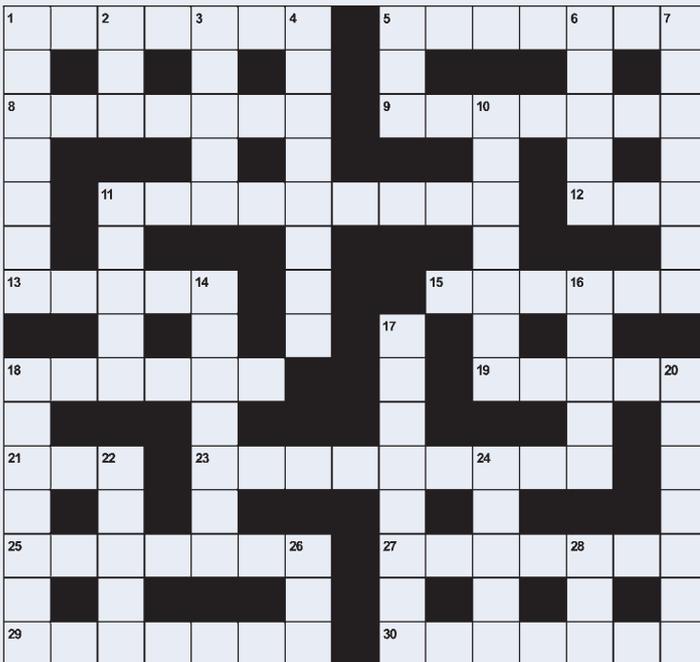


Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility

John L. Campbell. *The Academy of Management Review*, Volume 32, Number 3, 2007

This paper offers an institutional theory of corporate social responsibility that consists of a series of propositions specifying the conditions under which corporations are likely to behave in socially responsible ways. It argues that basic economic conditions affect the degree to which corporations act in socially responsible ways but that the relationship between these conditions and corporate behavior is mediated by several institutional conditions: public and private regulation, the presence of nongovernmental and other independent organizations that monitor corporate behavior, institutionalized norms regarding appropriate corporate behavior, associative behavior among corporations themselves and organized dialogues among corporations and their stakeholders.

Compiled by Rohtas Kumar, IIMB



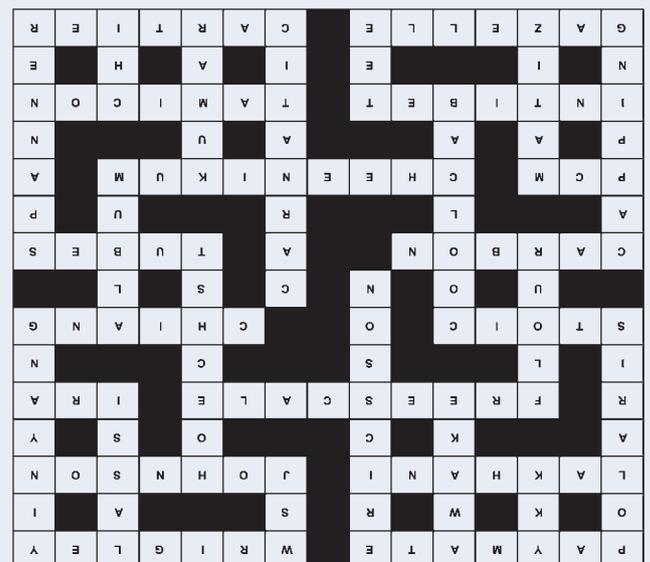
Down:

- 1 Original name for the North Star and codename for Windows Media Player 11!! (7)
- 2 Your zipper could have this manufacturer's initials! (3)
- 3 Karnataka's women entrepreneurs formed this organisation (5)
- 4 Swedish communications provider who, in collaboration with Sony, are a major provider of mobile handsets (8)
- 5 Mint has a tie-up with this global business paper (acronym) (3)
- 6 Curd-based thirst-quencher for the Indian summer!! (5)
- 7 ____ - ____, Chinese concept that describes two primal and opposing but complementary cosmic forces (3,4)
- 10 German life-sciences company now called Aventis that is often referred to as the "pharmacy of the world" (7)
- 11 Fine powder made from cereals (5)
- 14 You can hire one of these to travel in A/C comfort in Mumbai's summer heat! (4,3)
- 16 A collection of musical compositions or photographs (5)
- 17 Style of Indian classical music prevalent in the South (8)
- 18 The practice of selling large amounts of a commodity or security close to the options expiry date in order to prevent a rise in market price (7)
- 20 A wrench having a hook, hole, or pin at the end for meshing with a related device on another object (7)
- 22 The city car launched by Daewoo in 1998 and later manufactured under the GM label (5)
- 24 S. ____'s, one of India's leading textile brands (5)
- 26 The peg used by golfers for the initial drive (3)
- 28 Chinese term for "life energy" (3)

Across:

- 1 India's first mobile payment service (7)
- 5 Globally famous American chewing gum company which was the first to have a bar-coded product (7)
- 8 One of India's leading footwear manufacturers, based in Haryana (7)
- 9 ____ & ____, Fortune 500 pharma major (7)
- 11 Leading manufacturer of semiconductors, based in Texas (9)
- 12 Organisation that often violently fought for Ireland's independence (3)
- 13 Term meaning indifferent or unaffected derived from Zeno's School of Philosophy (5)
- 15 ____ Kai-Shek, former military and political leader of China (6)
- 18 The credit you can get by being eco-friendly! (6)
- 19 Hollow cylinders that can carry fluids (5)
- 21 Most commonly used format of digital audio in computers (3)
- 23 Adman Balki's directorial debut! (6,3)
- 25 Brad Pitt starrer "Seven Years ____", based on the true story of Austrian mountaineer Heinrich Harrer (2,5)
- 27 World-famous brand of tamarind concentrate (7)
- 29 Reebok shoes derived their name from this type of African animal (7)
- 30 Internationally renowned jewellery/watch-making company that invented the wrist-watch (7)

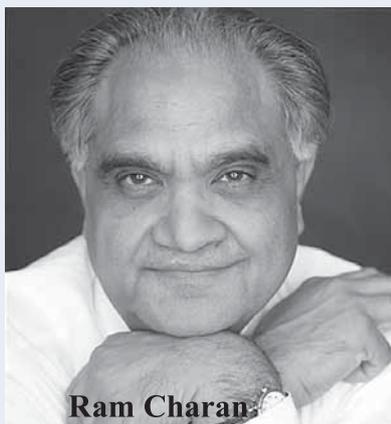
Solution



Compiled by Ravinarayan Raghupathi

Homeless guru

Ram Charan, 67, perhaps the most influential Indian born management sage in America today after C K Prahalad, is a loner. He's single, workaholic, and till recently, lived out of hotel rooms. Recently, he purchased his first apartment in Dallas, Texas. Regardless of his location, his assistants in Dallas send him new clothes via courier and he returns his dirty laundry to them.



Ram Charan

He works straight through weekends and wakes up at 5 in the morning wherever he is. He doesn't watch television nor listen to the radio. Ram doesn't own a car because he never learned how to drive, and besides, where would he keep it? He has coached some of the world's most successful CEOs.

No wonder he's a prolific writer, apart from being a top-notch business consultant. Ram is the author of *Boards That Deliver*, *What The CEO Wants You To Know*, *Boards At Work*, *Every Business Is A Growth Business* (with Noel Tichy), *Profitable Growth Is Everyone's Business*, *Confronting Reality*, and *Execution* (with Larry Bossidy and Charles Burck), which was a best-seller. His latest is *Know-How: The 8 Skills That Separate People Who Perform from Those Who Don't*.

Ram says he enjoys his freedom and his mission in life is to "help executives work better."

Are they worth all this sacrifice?

Saving forest, novel way

Malaysian environmental and residents' groups are joining forces to buy swathes of forest in a desperate bid to save them from developers. Four groups, including WWF Malaysia and a residents' group from Petaling Jaya, a satellite town near Kuala Lumpur, will set up a national conservation trust fund to collect money to buy land. More than 60 other non-governmental organizations and residents' associations have also pledged their support for the proposal, said the New Straits Times.

"We want to appeal to the public to give any amount to protect the environment," Victor Oorjitham, a Petaling Jaya resident and the chairman of a committee for the fund was quoted as saying. "When it comes to green open spaces, it is only logical that people subscribe to such a proposal." Can the Indian Green groups emulate this model?

Jesus phone

The iPhone is one of the most hyped products ever and bloggers are calling it the 'Jesus phone' like it was the Second Coming.

I think the iPhone may really change the whole phone industry," said Apple's CEO Steve Jobs. "It's a category that needs to be reinvented, needs to be not only more powerful but much easier to use and we thought we could contribute something."



The iPhone integrates phone, iPod, camera and Web browsing and features an all-touch screen system besides just one physical menu button. It sells for \$500 to \$600 dollars before carrier's subsidy. Some analysts estimate they'll do \$15 billion in revenue with the iPhone, and \$13 billion in computer sales (in 2009) – an estimate, if it comes true will be actually bigger than Apple's historical legacy business. Amen!

Can Google say 'Don't be evil'?

The pristine image of Google as a maverick, but highly value-driven company, has taken a beating. It's now confirmed that Google has invested \$ 3.9 million into cofounder Sergey Brin's wife Anne Wojcicki's venture, 23andMe. The venture is designed to help people browse their own genome – said to be a new-age version of navel-gazing.

Google CEO Eric E. Schmidt's attempt to look clean has back-fired. Schmidt told *The New York Times* that Brin had no input into the decision to invest in his wife's company, adding that Google's deliberations were totally objective and "done by the book beyond belief." Believe that?

It's ironic that Google's ethical code is titled 'Don't be evil.'

Infy's designer watch

Infosys got its watch designed by design guru Neil Foley (of the Titan fame) to be given away to all its employees. It indeed has a unique design and gives out 25 time zones. But it lacks something basic, which even a Rs. 40/- watch provides – a back light. Neil says he followed the brief from the top that the watch would look bulky with a larger battery. Was functionality sacrificed for aesthetics? Or does it mean Infosys doesn't want its employees to work after sunset?

TOP MANAGEMENT JOBS

Company : Bioimagene India Pvt. Ltd.

Post : Practice Head- Retail
Company : AG Technologies Pvt. Ltd.
Co. Profile : AG Technologies is a CMMi Level 5 Organization, Microsoft certified partners of excellence and SAP Partners in India.
Job Desc. : The Microsoft Practice Head (Retail) will be responsible for growing the Microsoft Practice.
Profile : Shall have relevant qualifications along with a very strong functional knowledge of the Retail processes.
Exp : 12-12
Location : Bangalore
Email : bharti.ohri@ag-technologies.com

Post : Commercial Manager

Company : Atlas Fine Chemicals Pvt. Ltd.
Co. Profile : We are one of the leading Chemical companies in the industry.
Job Desc. : Commercial Manager is responsible for Excise, Exports, Logistics of Transport, dealing with Regulatory and Policy matters of Business.
Profile : Candidate must have Commercial experience in Excise, Exports, DGFT, Logistics of transport
Exp : 15-25
Location : Nasik
Email : atlasfinechem@gmail.com

Post : Sr. Architect

Company : B Raheja Builders
Co. Profile : B Raheja Builders have been in the construction business for the past 55 years.
Job Desc. : Should be able to handle interior working drawings & well versed in architectural designs and detailing for modern buildings and complexes like hotel, Malls, residence etc
Profile : The ideal candidate shall have relevant qualifications along with the prior working exposure in the similar profile.
Exp : 10-20
Location : Mumbai
Email : jobs@braheja.com

Post : Vice President - Accounts

Company : Bajaj Capital Ltd.
Co. Profile : The international college of financial planning (ICFP) is an approved education provider of the CFP Certification education programme of the Financial Planning Standards Board, India.
Job Desc. : The applicant should be able to handle a team of accountants and can have overall control & supervision of business operations.
Profile : Looking for a CA with atleast 15-18 years of experience. Will be responsible for Calculation of TDS on salary and other expenses.
Exp : 15-18
Location : Chennai
Email : rupalij@icfpindia.org

Post : General Manager - Civil & Estate

Company : Bharat Bijlee Ltd.
Co. Profile : Bharat Bijlee Limited is a leading professionally managed Company engaged in the manufacture & marketing of Transformers, Motors, Pump Sets, Industrial Electronics Products & execution of turnkey Electrical Projects.
Job Desc. : The Job will involve heavy structural fabrication for operation of heavy cranes, structural expansion of manufacturing units, construction of new Units, Interior work of office premises.
Profile : The candidate should have 15-20 years of experience preferably in a large industrial organization. Should

have experience in heavy structural fabrication for operation of heavy cranes.

Exp : 15-20
Location : Mumbai
Email : kgs@bharatbijlee.com

Post : Project Manager

Company : Corbus India Pvt. Ltd.
Co. Profile : Established in 1994, Corbus is a SEI CMMI LEVEL 5 organization has been at the helm of providing consulting, IT and BPO services to its global clientele through its offices in Europe, India, and US.
Job Desc. : The PM would be an interface between different customers, multiple teams and projects at different stages of the lifecycle.
Profile : Should have 12 yrs plus experience in IT industry in program/projects management The person should have had certain amount of client interaction experience especially in requirement analysis.
Exp : 9-12
Location : Delhi/NCR
Email : skandari@corbus.com

Post : General Manager- Internal Audit

Company : Doshion Ltd.
Co. Profile : Doshion is a fast growing company with an enviable growth record in the recent years
Job Desc. : Shall be responsible for developing, establishing and implementing suitable internal control system in the organization.
Profile : Shall have an experience in an independent position in internal audit department of a manufacturing / project management / Infrastructure company with multidivisional/ multiproduct/ multilocation company.
Exp : 10-15
Location : Ahmedabad
Email : careers@doshion.com

Post : Head - Manufacturing

Company : DS Group
Co. Profile : DSL is a flagship company of 10000 million DS Group, a business conglomerate with 12 successful brands in its portfolio, the company is poised for a diversification in high growth area.
Job Desc. : Management of complete manufacturing Operations for the various Plants.
Profile : Will have the overall responsibility for manufacturing activities for the plant in Guwahati.
Exp : 10-15
Location : Guwahati
Email : nadeem.ali@dsgroupindia.com

Post : General Manager - Investment Banking

Company : Housing Development And Infrastructure Ltd.
Co. Profile : HDIL(Housing Development And Infrastructure Limited) is a real estate development company with significant operations in Mumbai Metropolitan Region.
Job Desc. : Will identify dependencies and propose solutions, describe in detail each discrete functionality and methodology required to meet re-engineered business requirements.
Profile : Would also be managing Global, singular, multi-entity and multi-currency P&L reporting. Dealing with various products, trader's accounts and customer related information.
Exp : 15-18
Location : Mumbai
Email : career@hdil.in

Post : Manager - Oracle DBA

Company : IP Soft

Co. Profile : The fastest growing IT infrastructure service company is calling for rocket scientists.

Job Desc. : Shall have an experience in DB administration in USA & will have to establish and maintain sound backup and recovery policies.
Profile : Would be responsible for Installation, configuration and upgrading of Oracle server software & related products.
Exp : 10-20
Location : Bangalore
Email : ubhaskar@ip-soft.net

Post : Manager - Excise

Company : Jindal Saw Ltd.
Co. Profile : Jindal Saw Ltd. is a part of the USD \$4 billion Jindal Group, it started operation in the year 1984, manufacturing Submerged Arc Welded (SAW) Pipes using the internationally acclaimed U-O-E technology
Job Desc. : Would be responsible for maintenance of Excise Records like RG 1, RG 23A, RG 23C, Monthly and Quarterly Returns.
Profile : The ideal should be a ICWA / M.Com / CA with excise and sales tax regulations.
Exp : 10-16
Location : Mundra
Email : parmendra.sharma@jindalsaw.com

Post : Head - Electronics Engineering

Company : L&T Institute of Technology
Co. Profile : L&T Institute of Technology was set up in 1983 by Larsen & Toubro Limited to impart need-based and application oriented technical education, as a part of its welfare activities.
Job Desc. : The position calls for skills in teaching engineering subjects as well as management of faculty and students.
Profile : Should be first class M.E./M.Tech in respective discipline with experience in teaching/industry/research at the appropriate levels.
Exp : 10-15
Location : Mumbai
Email : hr-ltinn@larsentoubro.com

Post : Program Manager - Java, J2ee

Company : Mindlance India Pvt. Ltd.
Co. Profile : This opening is with one of the Leading US based, CMM Level 5 Company.
Job Desc. : This role involves strategies and execution plans based on business requirements through partnership with various business segments.
Profile : Shall have a Bachelor's degree in Information Systems, Information Technology, Computer Science or Engineering.
Exp : 9-14
Location : Bangalore
Email : rakesh@mindlance.com

Post : Chief Financial Officer

Company : Mukta Arts
Co. Profile : It is one of the leading Production House
Job Desc. : Will oversee the development of unrestricted fund budgets, research grants and contracts, revenues.
Profile : Ideal shall have the ability to work effectively in a diverse community. Must have a knowledge of planning and scheduling techniques.
Exp : 10-15
Location : Mumbai
Email : personnel@whistlingwoods.net



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