Are you bored?

Executive boredom is a silent killer afflicting corporate India. Unless organizations are sensitive and proactive, it can result in stunted growth and lost opportunities

By Sangeeta Mansur

R Gopalakrishnan

Amidst the din of shining corporate India there is a killer lurking in flashy suites, cubicles and shop floors in the form of executive boredom. Managers seldom know how they got there and have no clue how to get out of it.

One hears of fun and dance sessions for de-stressing and getaways as motivation builders. Some are lucky to be sent for executive development programs. Yet, a sizable number of senior and middle management appear to be lost in the corporate jungle. The recent superlative growth story may mask the undercurrent, but it is bound to show up in unexpected ways. Be warned!

It has taken someone of the stature of Mr. R Gopalakrishnan, Executive Director of Tata Sons, to pull the demon out of the closet. He has used his metaphorical ingenuity to tell corporate India about a good number of 'dwarfs' hanging around, seemingly busy and powerful, through his recent book, *The Case of the Bonsai Manager: Lessons from Nature*

The Bonsai plant metaphor refers to stunted managers who are working at a level which is well below their potential. Indeed, boredom can cause stunted growth. A study by Gallup International shows that 55 percent of all US employees are not actually engaged at work, meaning, they do not have a strong psychological connection with work.

The study pointed out that too specific instructions and lack of autonomy are the causes for developing a sense of boredom and low engagement at work. "The IT industry experiences a lot of

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Give the name a break!

New media companies such as Google and Yahoo! are struggling to make their new businesses work. Is brand exhaustion the problem?

By Benedict Paramanand

"If Microsoft buys Yahoo!, Microsoft should immediately spin the Yahoo!-MSN business off as a separate company. If it doesn't, both Yahoo! and MSN will die." This prophecy by Henry Blodget, in 'Internet. Outsider' blog in BusinessWeek, can get a lot of big, new-age internet companies worried. This is because, after doing phenomenally well when they started due to the sheer magic of their idea, they are getting caught in the web of their own success.

What comes to mind when we think of Google? SEARCH. What comes to mind when we think of Yahoo!? EMAIL. These two giants, like many others, says business guru Verne Harnish, are dominating their space so much that anything else they offer, is not getting them the expected traction. Take the example of Google. Google unveiled a package of communications and productivity software aimed at businesses, which overwhelmingly relies on Microsoft products for those functions. The package, called Google Apps, combines two sets of previously available software bundles. One includes programmes for e-mail, instant messaging, calendars and Web page creation; the other, called DOCs and Spreadsheets, includes programs to read and edit documents created with Microsoft Word and Excel.

Most analysts say that businesses will increasingly use software delivered over the Internet and supported by advertising — a formula that Google has mastered. They are however split over the threat that Google's offering represents to Microsoft in the near term.

Google has plans to offer online payment services by taking on PayPal. Although Google has the capability to offer a better product, it is unlikely to be a big threat to PayPal. Why so? Branding gurus would say that Google would do well with its new offerings, if it disassociated them with the Google name. But that's a risk Google promoters are not willing to take. They may be happy to take a chunk out of the business by leveraging their brand name rather than risk a new name.

The same is with Yahoo! Yahoo! offers search facility but is there enough traffic? Microsoft is struggling to get into the new media business but is surprised at not being able to make a dent.

This dilemma confounds almost all executives even after branding gurus such as Al Ries *(in his 22 Immutable Laws of Branding)* have found that "the easiest way to destroy a brand is to put its name on everything." Are the new-age companies learning the bad habits from their old cousins?

One of the reasons why retail giants like Wal-Mart are so successful is because of rampant line extensions by successful brands. They have become so powerful that they are beginning to dictate pricing and hence the margins of manufacturers. One excellent exception is Apple. It has maintained its uniqueness because it has consciously built new brands.

No one knows why Microsoft's proposed acquisition of Yahoo! fell through, but if they get back to the discussion table and clinch a deal, they have a good chance of beating Google provided they come up with a new name and run it as a different business. Al Ries says: "The issue is clear. It's the difference between building brands and milking brands. Most managers want to milk…. In the end, manufacturers are their own enemies."

reworking on the job - sometimes 2-3 times for variety of reasons, which produces maximum boredom," says Ratna Vali, Group Head, HR, TMI Network.

It's clear that executives cannot grow into good leaders while carrying this burden of boredom in their hearts. The human brain needs constant and ever-changing stimulation to grow; and organizations need to create a favorable space for stimulation.

A sense of boredom typically hits at the age around 40 and the midlife crisis' is partly linked to this. At this level, one either feels one has done it all and has had it all or a sense of under achievement and regret. A recent report in *The New York Times* said women leaving near-top levels of organizations had less to do with discrimination or pressures at home than with frustration and boredom on the job.

At higher levels of management, when a sense of saturation or burnout strikes, boredom sets in. Job security and fear of the unknown keeps these executives in their jobs. Scarcity of talent at the middle and senior management and a culture of tolerance towards mediocre performance add to a stifling environment.

The way out

What's the way out? A bored manager at a senior level needs to understand the changing needs of his role in the organization. "At this point in his career, he no longer needs to manage resources or technology. He now needs to manage complexity and the ability for rainmaking," says Subroto Bagchi, COO of MindTree Consulting. Rainmaking is the astounding ability to create value out of nothing. If this is too much to ask for, this is the time to contemplate and act at the same time. "To be able to contemplate, you have to disengage from doing too many things at the same time," Bagchi said in one of his lectures.

A bored phase is also the right time to look outside the company and the industry and at other seemingly non-related fields for inspiration. This is the time to chuck all comparisons and work with one's own benchmarks and strive to surpass oneself. This is the time to branch out in new directions and add new dimensions to one's life by developing a new hobby, passion or a sport. One can coach, mentor, join or start an association. One can even take the help of a coach or a mentor.

Some managers go through an inner transformation at this point and take up more meaningful work, start a second career or launch a new business. One can expand the area of one's concerns from the self and the family to the community at large. Some organizations are involving their employees and their families in their CSR programs and trying to infuse a sense of larger purpose to their lives.

"The concept of boredom entails an inability to use up present moments in a personally fulfilling way" said Dr. Wayne Dyer, the father of motivation. Ultimately it's all about finding or creating a sense of purpose. Boredom can be a signal that life needs a change. Listen to it. Act now, or else...!

Today's captain, tomorrow's CEO

What are the determining factors for a person in the corporate sector to become a CEO? Performance, ambition, leadership and passion? While a combination of all these is a prerequisite, a factor from childhood can be an important determinant.

A study by DDI Consultancy found that nine out of 10 chief executives and board-level directors had held at least two roles such as head boy or girl, prefect or sports captain during their school years.

Now, recently, in a similar study by the Institute of Leadership and Management, has found that.

- More than 40% of today's business leaders were school prefects, 20% captained a school sports team and 9% reached the heights of head boy or girl

- 70% of today's leaders competed as part of school team in a sport.

- 33% of male leaders were once members of Scouts and 42% of female leaders were in GirlGuides

- 16% were in the school choir and 10% were in the school orchestra

It seems today's leadership traits were picked up way back at school.

Not only are there correlations found between today's leadership and school activities, today's leaders are also certain the school activities have shaped their performance and position.

- Nearly a third of CEOs today feel that holding a position of responsibility at school was the most important indicator of a good future leader.

- And despite the overemphasis on good marks in academia and higher education, today's business leaders are of the opinion that academic qualifications are not a prerequisite for success in business leadership. In fact, a third of business leaders said, academic performance at school was the most overrated indicator of a good leader.

- CEOs today are of the opinion that childhood activities actually furnish young people with skills such as team ethos, ambition, goal setting and many of the other qualities that we associate with good leadership.

So, grooming future leaders doesn't just start at the B-schools. It starts right at the school level. Do encourage your children take some time off from their gruelling studies and join that sport team or Scouts or school choir.

Remembering Alfred Chandler

Alfred D. Chandler, Jr., widely considered as the founder of the field of business history, died on May 10 at the age of 88. Much of Chandler's research and writing focused on the emergence of professional management and the salaried manager in the 19th and the early 20th Centuries.

While writing business history, he shunned the old debate about whether tycoons are good or bad, and instead, argued persuasively in almost two dozen books that it was the emergence of professional management that propelled modern capitalism.

Dr. Chandler won the Pulitzer Prize for his seminal book , *'The Visible Hand'*. His thesis was that managers, functioning as a "visible hand," had replaced the "invisible hand" of Adam Smith's free market in allocating resources. This new emphasis on organizational structure so transformed the field of business history that some call the period before Dr. Chandler's publications "B.C.," meaning before Chandler. One of his recent books was on the history of the computer industry - *Inventing the Electronic Century: The Epic Story of the Consumer Electronics and Computer Industries (Harvard Studies in Business History)* .

Dr. Chandler taught at Johns Hopkins University, where he edited the papers of President Dwight D. Eisenhower,

then joined the faculty of Harvard Business School from which he retired in 1989. He was the editor of the *Harvard Studies in Business History.*

It's unusual for a business historian to be popular amidst towering management gurus. Dr. Chandler's work not only helped the gurus pick up trends and cases but had a profound influence on them. This is because, before Dr. Chandler, the bulk of business histories were morality plays that portrayed executives as heroic or damnable.

He helped redirect the field toward dispassionate analysis of the anatomy of business. He emphasized the transformative power of technology in railroad and the telegraph. These corporations needed what Mr. Chandler called "a new subspecies of economic man — the salaried manager."

In his book *"Strategy and Structure,"* Dr. Chandler showed how some big names like General Motors, DuPont, Exxon, Sears, Roebuck employed organization structure to further strategy.

Organizational divide on innovation

Top management often believes the company is doing very well on innovation but professionals within the company do not share this view equally strongly.

A survey by research company Sirota Survey Intelligence, published in *www.innovationtools.com January 2007,* has found senior-level executives are more likely to be satisfied with their organisation's innovation in products and technology, while their professional technocrats, such as engineers and programmers, are the least satisfied.

Whereas nearly 75% of senior-level executives said they were satisfied, just 60% professional employees felt the same way. What this showed was a worrying gap between how both sides viewed their success at innovation. This may mean a cause for concern, since professionals are the ones most responsible for the development of new ideas that lead to practical product and service innovations.

The gap signals a need for better communication between these two groups as to what are the expectations about innovation, how the company is doing and what are the barriers the professional faces on the information highway.

Obese workers cost more

There is a direct self-interest in corporations making physical fitness an integral part of company's strategy. Not just as a 'welfare' measure to boost the overall morale and motivation but to minimize loss of work and compensation claims for work-related injuries. It is because, obese workers are found to have more work-related injuries and to be making higher compensation claims than their leaner counterparts. A Duke University research of 11,728 employees has found that:

- Obese Americans are more likely to get injured at work. Overweight workers are more likely to have claims involving injuries to the back, wrist, arm, neck, shoulder, hip, knee and foot than other employees.

- They take more time off. The fattest workers have 13 times more lost work days due to work-related injuries.

- They are twice as likely to cost their organizations in injury claims as their thinner colleagues. Higher the body mass indexes, or BMIs, higher the rates of compensation claims.

Employee is the new King

Customer is King has been the principle of all marketing thought and practice. With the services sector now booming all over the world and in India, servicing customers has become the integral part of the success formula of companies. But customer satisfaction is closely linked to employee satisfaction, as several studies show. Hence, taking care of the employees well and catering to their expectation becomes the first step towards achieving customer satisfaction. Thus, in a sense, employee is now becoming the new King.

Prof. Jagdish Seth, the marketing guru, proposed this thought in a recent lecture at Karnataka Employer's Association. His proposition is that, unlike earlier when employees were seen as a cost, now, human resources in a service economy are seen as a revenue producer and hence a resource in which companies must invest.

It is imperative to invest seriously in employees if you want to become an employer of choice and exceed their expectations continually, even in the face of rising employee expectations. According to Seth, to become an employer of choice and attract and retain talented employees, a company needs to improve on its 'bedside manners' and career offerings, and invest in employer branding. It's now high time service industries recognized this new King and catered to his demands.

Outsourcing's new avatar

Plain vanilla outsourcing — moving jobs to save costs — is giving way to a new trend in IT services called 'disaggregation'. This trend is expected to bring attractive value to IT organizations in the coming years. Today, IT companies take work, break it down into pieces and allocate work to places which have the best talent, manageability and cost advantage.

This trend is helping IT companies to become more agile and respond to business challenges much faster. This also allows smaller IT companies manage large projects and large IT companies the flexibility to manage their resources more efficiently. The new mantra is – work will be done where it makes more sense.

The new challenges this trend will throw up are hidden costs and who will be responsible for the business impact. The department dreading the most will be HR. Infosys Technologies is one of the pioneers of this trend although Wipro, TCS and Satyam have caught on.

This trend will also soften up the already weak anti-outsourcing lobbies and give globalization a new spark.

Dos and don'ts of partnering

By Rohtas Kumar

Partnering is a major contemporary project management technique. It seeks to re-cast relations between actors in projects by promoting the use of collaborative, more open, less managerial and less hierarchical relationships. The improved communication between project participants with partnering leads to improved learning, better-informed decision-making and increased effectiveness.

However, partnering has been criticized for its fragility to changing commercial pressures. A recent research by Neil Alderman and Chris Ivory suggests that the notion of partnering rests heavily on its metaphorical properties and represents a particular language and articulation used by clients and others to promote desired actions and approaches to projects by their suppliers.

The authors, in their paper in *The International Journal of Project Management*, Vol. 25 Issue 4, 2007, used two case studies to show how changing commercial pressures, in the context of already fragile relationships, can quickly lead to the abandonment of partnering.

The first case study involved a mechanical handling equipment supplier that specialized in offshore and marine applications. In this case, a first-tier supplier finds itself outside the formal partnership, but nevertheless, perceives the existence of a partnership and the espousal of partnering principles to be an indication of the thinking of the client and an important guide to future project contracting behavior.

In buying into the partnering metaphor, the supplier appears to have misread the critical signals concerning the order winning criteria for the project and invested significantly in a partnering approach that turned out to be a short-term chimera. In the second case study, a firm of consulting engineers took a more cautious and critical approach and 'mixed and matched' its level of commitment in line with its evolving relationship with the client. This supplier, in researcher's view, faired much better.

The findings suggest that the appropriate strategic stance for suppliers is to take a flexible and critical view of what is appropriate at any given moment in the project process rather than either buying-into or rejecting partnering wholesale.

An either/or approach for partnering is not always best. Partnering is a way of signaling an intention to employ a range of techniques and approaches to improve relationships. Therefore, project actors, particularly those occupying commercially weak positions in the relationship, take a hard look at the risks as well as the benefits.

It happened in India

Kishore Biyani is a legend in his own time. It's a boon to entrepreneurs and managers if such a dynamic and intrepid person shares his highs and lows, his supposedly abrasive management style, and his dreams in an autobiography titled *It Happened in India.*

Biyani may have already arrived, but he still has a lot of time on his hand to come up with a sequel.

The Future Group, still better known as Pantaloon by most, is India's biggest retail business, and may be overtaken in scale by some of the new entrants such as Reliance and Wal-Mart in the coming years, but no one can take away the 'pioneer of India's retail industry' tag from him. Biyani has a remarkable disdain for conventional paradigms relating to the modern retail business and answers questions about the wisdom of his moves in the last 15 years in the book.

Biyani is a trend setter and has demonstrated a remarkable ability to learn, adapt, and create and hence there is no reason why he cannot succeed in many businesses including retail, financial services, real estate development, brands, design, and others.

Kishore Biyani

Biyani has shared his thinking and personality even when he was very young. He did not hesitate to disagree with anyone, including his own family's elders, if that belief or activity failed to meet his own rational thought process.

It happened in India must be read not so much for getting too many insights into the nuances of retailing but for getting to know the abrasively earthy but a very fertile mind of Biyani.

Business creativity through Carnatic music

The workshop is a bold experiment and a new way of looking at one field and examining how it can influence another

What is the connection between Carnatic Music and business? 'Voices Within - a Business Creativity Workshop', planned in Mumbai in June 2007, is outrightly unusual. It is designed to inspire practising managers who are constantly looking for newer and better solutions to their business challenges.

The inspiration for the workshop, organizers say, came from a book on music called *Voices Within*. The book by two leading Carnatic music exponents, Bombay Jayashri, T.M Krishna and Mythili Chandrasekhar, a senior advertising professional from JWT, covers the life and times of seven Carnatic music maestros and is a treasure trove of insights on innovation and creativity relevant to business today.

The workshop, by the authors of this book, is a bold experiment and a new way of looking at one field and examining how it can influence another. The best thinkers - philosophers, artists, poets and scientists have done this all the time. The unusual connection is not about music and business, but practice of creativity and innovation in music and their relevance to business.

The workshop is a study of seven maestros who innovated in a highly tradition bound and conventional form of music and succeeded. It demonstrates their techniques and how they can help businesses in a fast changing world, where the biggest barrier to progress and growth is a 'traditional mind set'. The workshop will try to show how to retain core values that matter and innovate without compromise. Most importantly, it shows how we can confront change before it overtakes us.

Bombay Jayashri

The organizers promise to teach a set of simple, easy to use creative thinking techniques, which could help in arriving at fresh solutions to business challenges. These techniques promise to remove mental blocks and ignite imagination. Interestingly, prior knowledge of music is not needed. Whether the workshop delivers what it promises or not, the attempt is commendable.

Apple hits hat trick
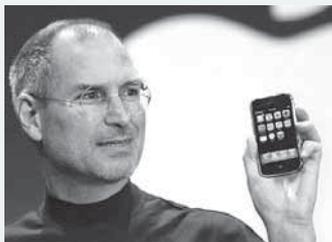
Apple has topped the *BusinessWeek*-Boston Consulting Group's list of the World's Most Innovative Companies 2007 for the third year in a row. What this means is, unlike the Post-it Note innovation era, which proves the value of lone inventors, Apple's iPod epitomizes today's innovation sensibilities. These include the ascendance of design, the focus on the user's experience, and the power of ecosystems. The company's much-anticipated iPhone, scheduled for launch in June, is likely to keep Apple high on the list next year too.

Five Asian companies, Toyota (3rd, 4th in 2006), Sony (10th, 13th in 2006), Honda Motor (12th, 23rd in 2006), (Samsung (17th, 12th in 2006), Nintendo (39), LG (49, progress from 85 in 2006). China and India are yet to find a place in the top. North America still dominates innovation while only eight European companies made it to the list.

To determine the 2007 ranking, BCG asked nearly 2,500 executives worldwide to name the most pioneering companies doing business today. Not surprisingly, Apple and Google earned the most votes for the second year in a row. But a few new names broke in to the top 25: Walt Disney shot up to No. 8, aided by the Steve Jobs effect (the Mouse House acquired Pixar in early 2006), for instance, and Boeing rose to No. 21 with its revolutionary new jet, the 787 Dreamliner.

A common theme, that came up this year BCG said, real innovation - developing breakthrough products, revamping operational processes, and coming up with new business models - doesn't happen overnight. It requires organizations that continuously innovate rather than relying on gimmicks or incremental line extensions.

Given all the media coverage of innovation as a management issue, a period of disillusionment appears to be setting in, BCG said. Just 46% of respondents to the survey said, they were satisfied with their return on innovation spending, down from 52% last year. Perhaps due to their disappointments, executives are making innovation less of a priority: Just 23% of respondents called it their top concern in this year's survey, down significantly from 32% last year.

Murugappa group's secret of success

Only values and ethics can provide sustainable competitive advantage, says M M Murugappa

M M Murugappa

Having abundance of trust enables collaboration because, if people trust their leaders, that country or the economy will do well

Excerpts from Mr. MM Murugappa's talk at CII conference on ethics in Bangalore, recently. He is the Director, Technology, Murugappa Corporate Board; Non-executive Chairman of Tube Investments of India Ltd. and Carborundum Universal Ltd.

To me, values have been handed over by generations. We are fourth generation entrepreneurs today but still retain our value system. To me, the whole issue of value manifests itself in personal intent which reflects in other areas of behavior. To illustrate this, I'd like to share an interesting story.

My personal experience goes back to three decades. Outside the Chennai technical varsity, there is a tea stall called Chandran Tea Stall. Chandran, who ran this, was a burly man with well-oiled hair. He had menacing looks but had a warm heart. When students paid him money, he put it in one box and when they didn't, he didn't insist. He had no record except word of honor. And he was generous too in giving free tea for those who looked haggard.

Curiosity took the better of me and I once asked him how he was able to run his business. He said, "*Thambi* (brother), I trust all of you. Some day, all of you will become big, and if I'm in trouble, and if I come and stand in front of you, you will surely help me." Suddenly, I realized that Chandran was indeed investing in the future. Chandran stall still exists. What I recall today, is Chandran's attitude. It epitomizes enterprise, trust, ethical practice, care and compassion and sustainability.

To me true indicator of economic growth is value-based growth through grassroots entrepreneurship. Across India, there are shining examples of such small enterprise that have grown into big businesses.

I believe that all business and political activities of a country are driven by values. If a country has high-trust quotient, it gets reflected in its institutions. Having abundance of trust enables collaboration because, if people trust their leaders, that country or the economy will do well. But there is a downside to this.

As Indians, we are generally value-based for the common purpose, but not at the expense of personal wealth. We were told that sacrifice and giving were important. We want wealth without risk; we want community without oppression; we want border without control. Yet, a balanced healthy tension between opposites spurs growth. It creates a platform for change and renewal.

At the Murugappa group we were taught simple values such as respect, caring and sharing. We have a rule that one percent of net income always went into social cause whatever the economic situation.

I consider myself a custodian of such a heritage. We built on small foundations of togetherness, mutual trust, respect for everyone within and outside with a certain dignity and independence. To me, values and ethics are bedrocks of all economic growth, not just growth in business.

We can imbibe values if we are open to learning all the time, are open to reflection and introspection. If we are committed to improving the lives of ours, as well as those who work for us, it is easy to live and do business by values and ethics.

The peak-end rule

How you end anything counts more than how you begin

By V. Raghunathan

In various experiments by Daniel Kahneman and others, participants were exposed to some discomfort that they were asked to rate on a 100 point scale every five minutes. The discomforts varied in duration (15 to 35 minutes) and the order (ascending or descending discomfort level), in overall level of discomfort and the degree of steepness of the discomfort level. The discomforts used varied from noise level to pressure of air from a nozzle to films with graduated unpleasantness and so forth.

The results of these experiments were interesting. For the same overall level of discomfort, the ascending discomfort experience was considered much more unpleasant than descending discomfort experience. For example, if the subject were exposed from, say 30 decibels to 200 decibels of noise gradually (ascending order of decibel) or if they were exposed from 200 decibels to 30 decibels gradually (descending order), the respondents overwhelmingly considered the first experience to be much more unpleasant than the second one.

Surprisingly, the effect of the duration of discomfort was small. This means that in the same decibel range, if you subjected the participants to somewhat higher durations of higher decibels in a descending manner at one time and at another time subject them to slightly lower durations of the same decibels in a descending manner, the participants of the latter experiment were more likely to rank their experience as more weary. Kahneman calls this the "Peak-End Rule. According to the rule, how events peak (like ascending or descending) and the experience towards the end of an experience are what leave a more lasting impression on one's mind. In other words, people do not necessarily evaluate the past based on the overall experience. They go more by their most extreme experience (Peak) and by the experience towards the end (End).

Now what does that mean to you and me in our day-to-day lives? For one, if you are making a presentation, how you ended counts more than how you began. If you are in an interview, your performance in the later moments will weigh much more than your performance early on. But this also means that even if you fouled up on your interview or your date, you can still recover by ensuring that you end the meeting on a high note. You can see now why seasoned singing stars reserve their best for the later half of their concerts. You judge a company or mutual fund performance most by their most recent results!

Events of the distant past are discounted fast! Yes, time indeed is a great healer. But, it is for that very reason that you tend to take the good turn done to you by a friend in the distant past lightly while putting disproportionately higher weightage on his more recent behaviour.

> *People do not necessarily evaluate the past based on the overall experience. They go more by their most extreme experience (Peak) and by the experience towards the end (End).*

And the above phenomenon has its uses in human beings leading their lives with a sense of proportion. For instance, it is this very phenomenon that also goes some way into explaining why one may feel terribly miserable if one were to lose a limb in an accident but eventually come to terms with the mishap. That's probably also why the lottery winners are not forever in euphoria, and paraplegics not as unhappy with their lot as you and I may imagine.

For the onlooker, witnessing the paraplegics is a recent experience and hence extremely saddening, but for the paraplegics or their families family, this is a distant event, and other nicer things may well have happened since to substantially mitigate the tragedy. Closely related to the above phenomenon is hedonic impact of an event. For example, winning of a lottery may render the subsequent happy events less exciting. And by the same token, a tragic experience may make one unhappy, but it also makes one tolerate subsequent experiences which are less painful better than someone who did not have a similar tragic experience. Now, I leave it to you to see the connection between the "Peak-End" Rule and the "Hedonic."

The author is CEO of GMR Industries and former faculty at IIM Ahmedabad

De-stress your digital life

Most of us have cluttered desktops and do not believe in good digital housekeeping (perhaps an extension of human nature to the cyber world!) – Perhaps that is why search engines were repositioned to help us search through the maze of information on our PCs or laptops or even mobiles. In this article, we take a look at Google Desktop and Windows Mobile Live. So read on and go ahead and control that clutter....

Ranganath Iyengar

In 1945, there was an article called 'As we may think' written by Vannaver Bush and published in the *Atlantic Monthly* that urged scientists to build a body of knowledge for all mankind. The basic challenge was to make real use of the record post its publication given the fact that systems of indexing were far too complicated. The human mind works on the principle of association and this is the basic idea behind search engines. Gerald Salton (1960s) was the father of modern search technology and his teams at Harvard and Cornell developed the SMART information retrieval system. His system included important concepts like vector space model, inverse document frequency, term frequency etc.

Ted Nelson coined the term 'hypertext' in 1963 and his goal was to create a computer network with a simple user interface that solved many problems like attribution. Much of the inspiration to create the WWW was drawn from his work. ARPANet is the network which eventually led to the internet. Websites began in 1993 in earnest and the first search engine was called 'Archie' created in 1990 by Alan Emtage in Canada. Tim Berners Lee connected hypertext to DNS and TCP and the WWW was created.

Search engine technology

Search engines use 'spiders' which search or trawl the web for information. Spiders are computer robots, also called 'bots' which index, source and pull out information when we run a query. Search engines picked up speed post 1994 and we had launches of Lycos, Ask Jeeves, Hotbot, Altavista, Google, Excite, Web Crawler etc. Search engines work a little differently unlike Directories (precursors to search engines) that are manually compiled taxonomies of websites since they are expensive to maintain and need human intervention all the time. Directories are the precursors of 'blogs' as well, which are very popular today.

Search engines use automated algorithms which harness the power of the link graph on the web. Providers like Lycos added prefix matching and word proximity as additional features. Altavista allowed natural language queries and also allowed users to add or delete their URL. Ask Jeeves used its subject specific popularity approach to define the most authoritative pages on a subject.

Extending search to the desktop and mobile

Google desktop is a desktop search application which is the next level of evolution that has helped us organize our desktops in a more structured manner by essentially using the same search engine technology on our desktops which has
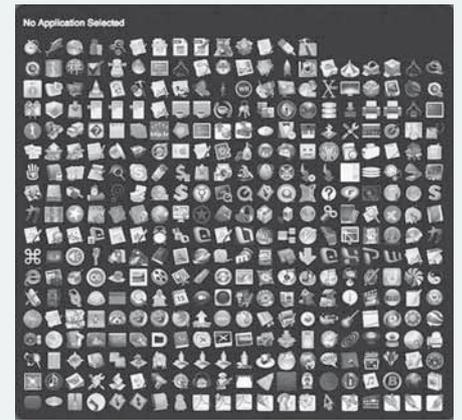
significantly reduced the time to search, and it even searches through reams of email if you want it to! You can do a full text search over email, files, music, photos, chats, web pages etc. More recently, Google has introduced Google Gadgets that are mini applications that work with the Google homepage and are targeted to provide a task or service request (e.g. news feeds, stock information, maps and several other content and even basic things like monitoring battery and CPU usage).

Microsoft Live Search debuted much later but has gone on to provide the same features and functionality of Google desktop on mobiles as well. With Windows Live Mobile, you can search your mobile phone for information pretty much the same way as you would do with your desktop / laptop (e.g. SMS search, mobile browsing etc.).

Well, that is a good set of tools to de-stress your digital life – not only is it practical but also simple to use and install. However, do watch out for security risks since if you are not careful with the settings, your desktop information could be available to the service providers – not surprisingly there is always a catch....so make sure you do read the fine print before you use desktop search tools ! The best part is that once installed the tool keeps doing the housekeeping at regular intervals without your intervention – well there you go – you have 'outsourced digital housekeeping' that works for you and does not talk back!!

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When you don't need a strategy

It didn't take any great strategic thinking for the great companies we see in India today
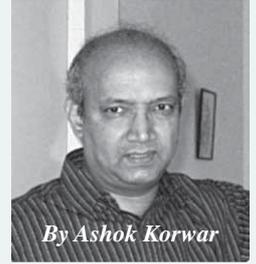
By Ashok Korwar

This may sound odd coming from a strategy column but the fact is, you don't always need a strategy, except in the trivial sense that anything you choose to do can be called a strategy.

Did the Bharti group need a strategy for their remarkable and exhilarating growth in India? Did Reliance? GMR group? Did Infosys and TCS have a strategy when they grew to become giants? I do not, of course, know what goes on in the high councils of these companies, and maybe, I am doing them an injustice by saying they don't need a strategy. But that is what it looks like to me, from the outside at least.

When a nation's economy is going through a huge transformation, as India surely is, huge opportunities get thrown up, like amrit from the churning of the ocean.

The Huge Opportunity

No existing player in India really knew much about any of these. Maybe some Singapore or German company knows how to build airports, but not really much about doing it in India. And the fact is, the business and management challenges of building an airport, or a highway, in India, depend so closely on the nature and ethos of the country and the place, that it is impossible to separate the two. Unless you really understand how and why Indians talk to each other, you cannot ever hope to build a telecom business, for instance. It is not enough to know how telephones work, you have to know how Indians work. Actually, it is even harder than that - you have to know how Indians will change their communication habits after the technology comes in, not just how they do it today!

The point is, Indian companies, who understood the Indian ethos, had a natural advantage over any foreign company who merely understood the technology (here, I mean technology broadly, including the technology of building a road, for instance).

Seizing the Day

It didn't, therefore, take any great strategic thinking for the great companies we see in India today - Bharti, Reliance, and GMR, to seize these fields of opportunity. What it took instead, were two things: the ability to think big and the ability to execute well enough so that you don't trip over yourself in your rush to seize the day. I would say all these great companies (and I call them great advisedly) had these.

Big opportunities can only be seized by big thinking - if Dhirubhai Ambani had been content with being merely one of the successful entrepreneurs from Gujarat, he would have been nothing more than that, instead of founding a company that can straddle the globe, which is what he actually did. Had this 'big thinking' not been matched with a remarkable project management capability, it would have remained an idle dream. Do we need strategy for that, or something else?

The Tornado Effect

Geoffrey Moore in his excellent book *'Inside the Tornado'* describes what happens in technology markets when the tornado develops. The market develops so fast, and in such unexpected ways, that it feels like you are caught inside a tornado, swept along, rather than riding on a horse you can control. The great Indian outsourcing boom, which Infosys, TCS and other great Indian companies seized, was also such a tornado. I do not mean to suggest that Infosys or TCS did not have strategy. Maybe they did, but they really didn't need one. What they did, and did extremely well, was to recognize that they had been seized by a tornado, and managed their operations well enough that when the tornado had passed, they were the ones left standing. If they hadn't done this, the cleverest strategies in the world wouldn't have helped them – if they did this, and I believe they did, any strategy would do – best of all, not to have a strategy at all! Why confuse your own troops in the midst of a battle?

If we look at Google, Microsoft, Oracle, it is hard to perceive any great strategic thinking. What we see instead, is a remarkable prescience in sensing that something big is happening, and the steadfastness and resolve to keep the boat on even keel during the storm. Sometimes of course, it is just dumb luck, and no prescience at all, but I wouldn't know. Everyone claims to be prescient after the fact, history is written by the winners, and so on. As Napoleon is reputed to have said once, 'don't give me good generals, give me lucky generals!'.

In sum, then, it is not always necessary to have a strategy. It is enough, and more than enough, to be able to sense a huge opportunity, to think big and to seize the opportunity with both hands. It isn't as easy as it sounds, though…

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

Ecosexual *n.* A single, environmentally conscious person with a strong aesthetic sense.

Password fatigue *n.* Mental exhaustion and frustration caused by having to remember a large number of passwords

Slowflation *n.* An economic state characterised by slow growth and high inflation.

Feebate *n.* A government program designed to reduce energy use and pollution by levying a fee on fuel-inefficient vehicles and offering a rebate on fuel-efficient vehicles. [Blend of fee and rebate.]

TGIM *abbr.* Thank god it's Monday; thank goodness it's Monday.

Dark tourism *n.* Tourism that involves traveling to places associated with death, destruction or a horrific event.

Ethical eater *n.* A person who only or mostly eats food that meets certain ethical guidelines, particularly organically grown food and humanely raised meat, poultry, and fish.

Ecycling *n.* The process of recycling the components or metals contained in used or discarded electronic equipment.

iPodder *n.* A person who uses an iPod digital music player.

BlackBerry thumb *n.* A repetitive stress injury characterized by swelling and pain at the base of the thumb and caused by prolonged use of the thumb while operating a BlackBerry or other personal digital assistant.

Podcasting *v.* Publishing audio feeds that people can subscribe to and have transferred to an iPod or other digital audio player.

Social swarming *n.* The rapid gathering of friends, family, or colleagues using technologies such as cell phones, pagers, and instant messaging.

Geek The word geek today refers to a techie but how the two came to be associated is bizarre because geek literally means a guy who does horrible things like bite off chicken heads in a circus to earn booze money

The Berlin Wall Model

When a manager at any level in an organization today believes that he or she has saved her or his people from the need to think by doing it all for them in advance, the image of the pitiable man bleeding to death on the Berlin Wall needs to be summoned up

by Patrick L. Townsend and Joan E. Gebhardt

"We've got things really well organized. Besides, my people don't really have any new or fresh ideas." Thus said the head of the least active department in a company intent on engaging all of its people in the continual improvement of everything done in the organization. The department head – a highly-regarded and affable company vice president – was sincere. In that department, in the eyes of the department management, everything was defined so well that the lower level employees simply had to execute. Original thinking was not necessary or expected. Not only had the 'right things to do' been defined, so had the way to do those "right things right."

This is an approach which could be called the Berlin Wall Model.

In approximately 1980, an unusual case was reported from Berlin. A resident of West Berlin (relatives later reported that the gentleman involved had some mental challenges) had attempted to escape from West Berlin into East Berlin. He had eschewed the option of simply walking through Checkpoint Charlie and introducing himself and explaining his intentions to the East German police and officials. He had decided, instead, to scale the Berlin Wall – in imitation of the thousands of East Berliners who had attempted escapes over or under the Wall since its construction in the early 1960s.

What few people realize is that the Berlin "Wall" was actually two parallel walls (both constructed by the Communists) approximately 40-50 feet part. "Going over the Wall" was not a matter of climbing up one side of a wall,
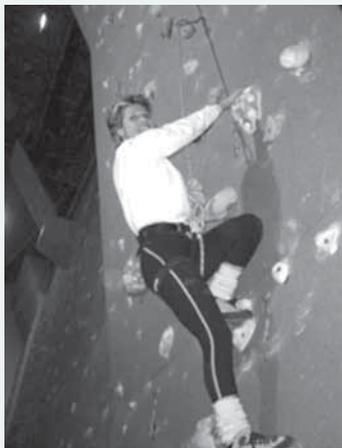
yelling "Look out below," and dropping onto the soil of a different regime. A person wishing to make the journey from one Germany to another had to scale one wall, make it across the well-lit "dead space," and then climb up and over a second wall – all within easy view and weapons range of the military forces of both sides.

The man's effort to escape Capitalism and join the Workers' Paradise ended when he was shot to death while on the second wall. By the East Berlin guards.

What happened? The explanation given was simple. The East Berlin guards had strict and clear orders: If they saw anyone climbing on the Wall, they were to shoot him or her dead.

The problem was that, in this case, the man on the Wall was trying to go from West to East – and that possibility had apparently never occurred to the high-level executives who wrote the rules. The procedures had been written with the expected behavior in mind and no exceptions had been allowed for. Thinking by lower level operatives, actually having "new or fresh ideas," was not only considered to be unnecessary, it was actively discouraged. Such independent thinking would, after all, have been counter to the underlying philosophical underpinnings of Communism, a system in which power is defined as being resident in the hierarchy, with individuals having little, if any, worth other then their ability to follow orders precisely.

When a manager at any level in an organization today – and the higher the level, the more damning the sin – believes that he or she has saved her or his people from the need to think by doing it all for them in advance, the image of the pitiable man bleeding to death on the Berlin Wall needs to be summoned up. After over fifteen years of "managing" activity on the Wall, the East German hierarchy was very sure that the system was very well defined. All their people had to do was - execute.

Pat Townsend and Joan Gebhardt are the authors of seven books, including Commit to Quality, Five-Star Leadership and Leadership in Action: Complete Quality Process . They conduct senior management workshops on leadership, continual improvement and innovation. E-mail cqpquality@yahoo.com

How anger hurts you

By Sri Sri Ravi Shankar

All anger is about something which has already happened. Is it of any use getting angry about something which you cannot alter?

Every sincere seeker wants to get rid of anger and reach a state perfection, but is often swept by his or her emotions. What can you do when anger rises in you? You may remind yourself a hundred times that you shouldn't get angry, but when the mood comes, you are unable to control it. It comes like a thunderstorm. Emotions are much more powerful than your thoughts and promises you make.

Anger is a distortion of our true nature and it doesn't allow the Self to shine forth fully. The structure of human consciousness or mind is very similar to that of an atom. The positively charged protons and neutrons are in the center of the atom while the negative charged particles are only on the circumference. Similarly, in human consciousness, mind and life also, all the negativities and vices are only in the periphery.

Showing anger itself is not wrong, but being unaware of your anger only hurts you. Sometimes you can show anger purposefully. For example, a mother gets angry at her children. She can act tough or shout at them if they put themselves in danger. There is a place for showing anger, but when you get angry yourself, what happens to you? You are shaken completely. Look at the consequences of getting angry. Are you ever happy with the decisions you have made or the words you have spoken when you are angry? No, because you lose your total awareness. If you are completely aware and you are acting angry, that is fine.

All anger is about something which has already happened. Is it of any use getting angry about something which you cannot alter? The mind always vacillates between the past and the future. When the mind is in the past, it's angry about something that has already happened; but anger is meaningless as we can't alter the past. And when the mind is in the future, it's anxious about something that may or may not happen. When the mind is in the present moment, anxiousness and anger appear so meaningless.

Spiritual practices help you maintain your centeredness and not be shaken by small events. This is where a little knowledge about ourselves, about our mind, our consciousness and the root of distortion in our nature will help. It is when you are exhausted and stressed that you lose your nature and get angry. Every individual is bestowed with all the virtues in the world. They simply get covered by lack of understanding and stress. All that is needed is to just to uncover the virtues that are already there.

Breathing techniques and meditation are very effective in calming the mind. Learning something about our breath is very important. Our breath has a great lesson to teach us, which we have forgotten. For every rhythm in the mind, there is a corresponding rhythm in the breath and for every rhythm in the breath there is a corresponding emotion. So, when you cannot handle your mind directly, through breath you can handle it better. Meditation is letting go of anger from the past and the events of the past. It's accepting this moment and living every moment totally with depth. Often anger comes because you don't accept the present moment.

Off-ramps and On-ramps: Keeping Talented Women on the Road to Success

by Sylvia Ann Hewlett, Harvard Business School Press, May, 2007

With talent shortages looming over the next decade, what can companies do to attract and retain the large number of professional women who are forced off the career highway?

By documenting the successful efforts of a group of cutting-edge global companies to retain talented women and reintegrate them if they've already left, *Off-Ramps and On-Ramps* answers the above question. Working closely with companies such as Ernst & Young, Goldman Sachs, Time Warner, General Electric and others, author Sylvia Ann Hewlett identifies what works and why.

Based on firsthand experience with these companies, along with extensive data that provides the most comprehensive and nuanced portrait of women's career paths, this book documents the actions forward-thinking companies must take to reverse the female brain drain and ensure their access to talent over the long term.

Unstoppable: Finding Hidden Assets to Renew the Core and Fuel Profitable Growth

by Chris Zook, Harvard Business School Press, May, 2007

Over the next decade, two out of every three companies will face the challenge of their corporate lives: redefining their core business. Buffeted by global competition and facing an uncertain future, more and more executives will realize that they must make fundamental changes in their core even as they continue delivering the goods and services that keep them in business today.
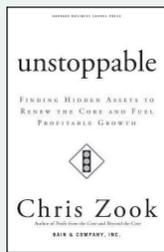
Unstoppable shows these managers how to look deep within their organizations to find undervalued, unrecognized or underutilized assets that can serve as new platforms for sustainable growth. Drawing on more than thirty interviews with CEOs from companies such as De Beers, American Express and Samsung, it shows readers how to recognize when the core needs reinvention and how to deploy the "hidden assets" that can be the basis for tomorrow's growth.

Building on the author's previous books, *Profit from the Core and Beyond the Core*, this book shows how any company in crisis can transform itself to become truly unstoppable.

Practical and Professional Ethics (In 2 Volumes)

by Debashis Guha, Concept Publishing Company, March 2007

The series on *Practical and Professional Ethics* is an outcome of major research project funded by the U.G.C. in which the task of resolving some value-laden practical problems troubling the professionals and the non-professionals in India was undertaken.
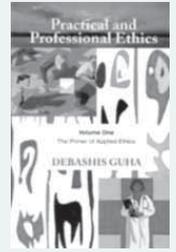
Apart from clarifying the nature, tasks and interrelation of practical and professional ethics, volume one considers five categories of ethical or vale-laden practical problems such as Environmental, Biomedical, Educational, Economic and Business and Socio-Political Ethics. And their resolutions have been explained in volumes 2,3,4, 5 and 6, respectively.

This volume, The Primer of Applied Ethics, aims at establishing Applied and Practical Ethics within the broad field of ethics. Concentrating on the nature and tasks of ethics, it traces the relationship between practical and professional ethics.

The Angel Inside

Michelangelo's Secrets For Following Your Passion and Finding the Work You Love; by Chris Widener, Currency publication, April , 2007

The break-out business parable that's already sold more than 70,000 copies, *The Angel Inside* tells the story of a young man searching for meaning in his work and finding it in an unlikely place: the life and art of Michelangelo.
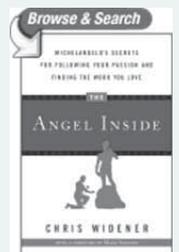
There will come a time when you must decide to lead the life someone else has chosen for you…or the life you want. In this unforgettable tale, Tom Cook, a disillusioned American businessman, has traveled to Italy looking for direction in his life.

In Florence, the last city on his tour, Tom meets a mysterious old man who opens his eyes to the art and life of Michelangelo and reveals what the artist's work can teach him—and all of us—about the power of following your passion.

The Last Tycoons

The Secret History of Lazard Frères & Co.; by William D. Cohan, Doubleday Publication, April, 2007

This is a grand and revelatory portrait of Wall Street's most storied investment bank. William D. Cohan, himself a former high-level Wall Street banker, takes the reader into the mysterious and secretive world of Lazard and presents a compelling portrait of Wall Street through the tumultuous history of this exalted and fascinating company.
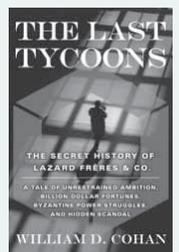
Cohan deconstructs the explosive feuds between Felix Rohatyn and Steve Rattner, superstar investment bankers and pillars of New York society, and between the man who controlled Lazard, the inscrutable French billionaire Michel David-Weill, and his chosen successor, Bruce Wasserstein.

Dual tuning in a supportive context: Joint contributions of positive mood, negative mood, and supervisory behaviors to employee creativity

Jennifer M George and Jing Zhou. The Academy of Management Journal, Volume 50, Number 3, 2007

This paper develops a dual tuning perspective concerning how positive moods and negative moods interact to influence creativity in a supportive context. Using a sample of employees in an oil field services company, the paper hypothesized and found that when supervisors provide a supportive context for creativity and positive mood were high, negative mood had a strong positive relation to creativity with creativity being the highest when the context was supportive, and positive and negative mood at work were high. The paper explored three alternative ways in which supervisors can provide a supportive context: by providing developmental feedback, by displaying interactional justice, and by being trustworthy.

Allocation of inventive effort in complex product systems

Sendil K. Ethiraj. Strategic Management Journal. Volume 28, Issue 6, 2007

This paper examines the allocation of inventive effort in complex product systems. The author argues that complex product systems, e.g., personal computers (PCs), are distinguished by functional interaction among several components, each guided by a relatively autonomous bundle of technical and economic characteristics. The author tries to explore whether the dynamics of such interactions between components of complex product systems can help us understand changes in the relative allocation of inventive effort. The paper empirically tests three hypotheses: (1) emergence of component constraints (bottlenecks) in product systems will trigger research and development (R&D) investment to resolve the constraints; (2) slack component firms have a strong incentive to invest in resolving component constraints; and (3) the incentive of slack component firms to invest in resolving component constraints is increasing in their prior sunk R&D investments in slack components.

The empirical results strongly support all three hypotheses. This study highlights the paradoxical effect of modularity in complex product systems.

Organizational culture and the adoption of management accounting practices in the public sector: A Singapore study

Yew Ming Chia and Hian Chye Koh. Financial Accountability & Management, Vol. 23 Issue 2, 2007

The article presents a discussion on the organizational culture and the adoption of management accounting practices in the Singapore public sector. Singapore has undergone reforms in public sector management, which has resulted in a shift from efficiency in performance towards more accountability and transparency. These reforms enhance the perceptions of civil servants towards accepting changes, and promote innovative activities that are embraced with different organizational cultures in the Singapore public sector.

Keep or return? Managing ordering and return policies in start-up companies

Archibald, Thomas W.; Thomas, Lyn C. and Possani, Edgar. European Journal of Operational Research, Vol. 179 Issue 1, 2007

Start-up companies are considered an important factor in the success of a nation's economy. We are interested in the decisions for long-term survival of these firms when they have considerable cash restrictions. In this paper, the authors analyze several inventory control models to manage inventory purchasing and return policies.

The Markov decision models are formulated for both established companies that look at maximizing average profit and start-up companies that look at maximizing their long-term survival probability. The authors contrast both objectives, and present properties of the policies and the survival probabilities.

This research found that start-up companies may need to be riskier if the return price is very low, but there is a period where a start-up firm becomes more cautious than an established company, and there is a point, as it accumulates capital, where it starts behaving as an established firm. The authors compare the various models and give conditions under which their policies are equivalent.

How do public relations practitioners perceive investor relations? An exploratory study

Youngshin Hong and Eyun-Jung Ki. Corporate Communications: An International Journal, Vol. 12 Issue 2

The purpose of this paper is to investigate how public relations practitioners perceive investor relations and what the potential is in terms of public relations with empirical results. A web-based survey was conducted by using systematic random sampling with a probability sample of 5,000 public relations practitioners drawn from the 2004 Public Relations Society of America (PRSA) Directory.

Practitioners conceived that counseling with top management the most important investor relations activity and that earning a reputation for honesty the most significant result the activity can create. Moreover, practitioners considered

direct involvement with top management a highly effective investor relations strategy for achieving goals. However, for handling investor relations, practitioners showed contrary attitudes regarding qualifications and undergraduate courses, indicating that public relations qualifications would be more needed for entry-levels, while basics for finance would be more necessary for undergraduates.

Rivalry between multinational enterprises: An event history approach

Tieying Yu and Albert Cannella, Jr. The Academy of Management Journal. Volume 50, Number 3, 2007

The study investigates rivalry between multinational enterprises (MNEs) in host country markets. Drawing on the awareness-motivation-capability (AMC) perspective, the paper shows how the speed of an MNE's response to a rival's attack is influenced by resource-related factors such as distance, government constraints and subsidiary control; and market-related factors such initiating country importance, whether the response occurs in the country of attack, and multimarket contact. The study provides a new conceptualization and empirical approach for studying rivalry between MNEs. Additionally, our theory and evidence support the notion that there are important constraints on MNE actions in host country markets – constraints that go well beyond those faced in domestic competition.

The moderating influence of firm market power on the transaction cost economics model: An empirical test in a forward channel integration context

Tasadduq A. Shervani, Gary Frazier and Goutam Challagalla. Strategic Management Journal. Volume 28, Issue 6

Transaction cost economics (TCE) has guided a variety of research on governance in the strategic management literature. An important question arises, however, as to whether the TCE framework is equally appropriate for all types of firms in all business settings. In this paper, the authors argue that TCE is not, and suggest that firms with high market power may be able to lower transaction costs under high asset specificity and uncertainty in nonintegrated distribution channels, avoiding the need to utilize highly integrated channels as a result.

The paper tests hypotheses with data collected from 40 manufacturers of electronic and telecommunications products in 109 product-markets in the United States. The results support the research hypothesis that transaction cost factors are better at explaining forward channel integration for firms with low market power than for firms with high market power. The results indicate that the basic TCE framework must be supplemented by the market power construct to adequately explain forward channel integration decisions.

Vicarious learning from the failure and near-failure of others: Evidence from the U.S. commercial banking industry

Jay Kim and Anne S Miner. The Academy of Management Journal. Volume 50, Number 3, 2007

This paper examines whether organizations vicariously learn from industry failure and near-failure experience, which occur when an organization recovers from impending failure. It proposes that the impact of industry-level failure-related experience will depend on the geographic market and industry origin of experience because of the impact of different failure types on learning processes. Using data from the U.S. commercial banking industry, the paper found that local failure-related experience of both banks and thrifts had higher survival-enhancing learning value than non-local experience.

This finding is consistent with the value of accessibility and applicability of proximate experience for useful learning. Bank near-failure experience had more value than bank failure experience, but thrift failure and near-failure experiences had equivalent impact, suggesting that the learning impact of types of failure vary with industry origin.

How supply quality management improves an organization's quality performance: A study of Chinese manufacturing firms

Lo, V. H. Y.; Yeung, A. H. W.; Yeung, A. C. L.. International Journal of Production Research, Vol. 45 Issue 10, 2007

Because of unfavourable economic conditions, organizations worldwide have to constantly reconstruct their business strategies in order to survive. Recent studies have stressed the importance of supply quality management (SQM) for the general competitiveness of manufacturers. However, very little empirical research has been carried out that specifically examines how SQM practices lead to improvements in quality across an organization. To scrutinise the impact of SQM practices, a survey was conducted of 138 leading manufacturing companies in the Pearl River Delta (PRD), a manufacturing hub in southern China dubbed 'the factory floor of the world'. By using path analytic techniques, a model was constructed to portray the relationships among SQM practices and organizational quality performance.

Compiled by Rohtas Kumar, IIMB
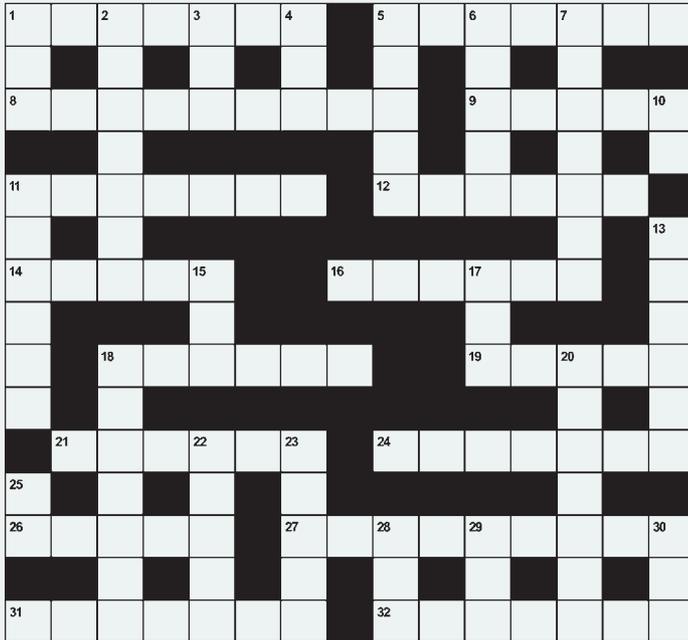
Across:

1 "____ _____ of the Gods":Edward Luce's book about modern India and its obsession with itself (2,5)

5 The triple bottomline approach includes people, _____ and planet (7)

8 Software giant whose "The Highly Reliable Times" campaign tries to undermine Linux (9)

9 This Skoda hatchback is coming to India soon (5)

11 Less expensive than (7)

12 A piece of unverified information of uncertain origin usually spread by word of mouth (6)

14 A valuable item that is owned (5)

16 Business historian ____ Chandler who passed away recently (6)

18 Subroto ____, co-founder and COO of Mindtree (6)

19 World-famous skin and body care brand name meaning "snow white" (5)

21 Brand name of 3M's famous adhesive tape (6)

24 World-renowned Italian tyre manufacturer (7)

26 Popular motivational speaker and author Shiv ____ (5)

27 Yahoo co-founder who visited India recently (5,4)

31 "The _____:Portrait of a People", the latest offering from Sudhir Kakkar (7)

32 You can "meet your life" with this insurance firm! (7)

Down:

1 Bharti Airtel has a revolutionary revenue-sharing deal with this IT solutions giant (3)

2 "Nothing succeeds like _____": famous quote credited to Alexandre Dumas (7)

3 The current controversy is about this needing to have a compulsory rating (3)

4 Term for the "self" (3)

5 The _____ Principle:the theory that employees within an organization will advance to their highest level of competence and then be promoted to and remain at a level at which they are incompetent (5)

6 _____ : international confederation of 13 independent NGOs dedicated to fighting poverty and related injustice around the world (5)

7 Term used to describe a call centre's services such as technical help or customer support (7)

10 Former US Vice-President ___ Gore (2)

11 KBC's counterpart on Sahara Filmy is called "Kaun Banega ____? (6)

13 Chairman of IIM-B (6)

15 _____ Heuer, Swiss manufacturer of mid- to high-end sports watches and chronographs (3)

17 _____ Howard, acclaimed Hollywood director and former TV star (3)

18 Term used to describe the kind of operations BPOs perform for their clients (7)

20 Author of the Ramayana (7)

22 Nissan's latest luxury sedan in India (5)

23 Ancient Greek term for the underworld or the abode of the dead (5)

25 Narain Karthikeyan is brand ambassador for this tyre company (2)

28 Market leader in the 400 crore rupee branded dishwash segment (3)

29 C-___: entity created by Sam Pitroda for the Indian Telecom ministry (3)

30 A lyric poem usually of a serious or meditative nature (3)

Solution
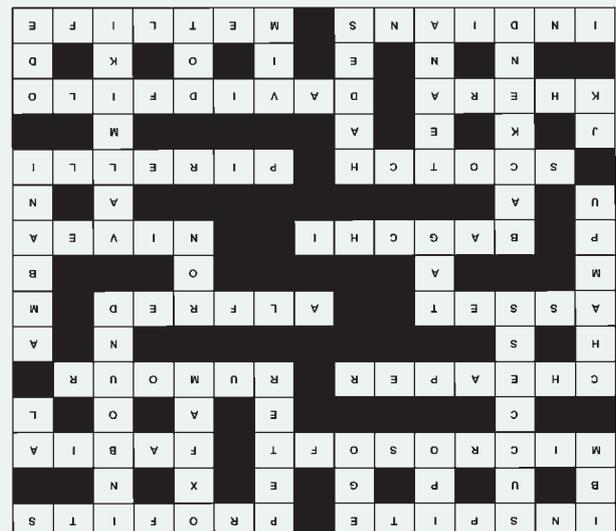
Compiled by Ravinarayan Raghupathi

Want to drive BMW M3 convertible?

Everyone wants to drive this dream machine but only a few lucky ones – either those in the top management or investment brokers and sons of rich dads – can hope to do it. Realizing this hidden urge, CEO of Rackspace (www.rackspace.com), a US-based managed hosting company, came up with this brilliant idea. Those who surpassed their performance targets were given the M3 to drive around for a week. The buzz this created, not just among the employees and the staff, but in the neighbourhood, was enough inspiration for people to offer fanatical support to their CEO.

Pay more, earn more

Despite the merits of relentless cost cutting by downsizing, organizations these days are realizing that they have taken it too far. Organizations which did this with zeal are paying a price. So what's the new success mantra? Pay more to earn more!

The best example of this mantra is that of the three top business consultancies' earnings last year. Goldman Sachs earned a profit of $5.63 billion with 22,000 odd employees. In contrast, its competitors Morgan Stanley and Merrill Lynch earned the same profit with double the number of employees. Pay more, or else?

Online's new face

A lot of people still believe that anything to do with online – chat, dating, match-making- is riddled with deceit, lies and faking identity and that it's more of a pastime. But new research is giving psychologists and sociologists a hard time. Ren Reynolds, a virtual world consultant, has found that communicating online is more conducive to openness than a face-to-face rendezvous. "We tend to be more honest and intimate," she says. Another consultant finds that communicating by typing is giving people time to construct their responses in a way that they can focus on what they are saying rather than worrying about how they look or sound.

All one can see in online is the real personality of the person, not put ons. While it's easy to lie online, it turns out that it's even easier to tell the truth. Online is nirvana, indeed!

Working vacations

You thought vacations help in better stress management. Wrong. A survey of more than 2,000 workers by recruitment firm Hudson, reported in www.management-issues.com, has found that more than a third of managers were expected by their bosses to be accessible while on vacation; A third spent at least part of their break checking in with the office - often every day; A quarter of managers find their return from vacation was more stressful than the situation when they left. May be, merely accepting the truth that work is part of you wherever you go, can bring your stress levels down.

Height of integrity

Can you believe that a registrar's son did not get admission into a medical college because he did not qualify? Yes, it does happen in a few islands of integrity like the Manipal University, in India. This university doesn't even have management quota, which most professional colleges auction to make money.

Tom Peter's Iconic books

Fooled by Randomness: The Hidden Role of Chance in Life and the Markets, Nassim Nicholas Taleb

The Black Swan: The Impact of the Highly Improbable, Nassim Nicholas Taleb

Expert Political Judgment: How Good Is It? How Can We know? Philip Tetlock

The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies, Scott Page

The Wisdom of Crowds, James Surowiecki

Full House: The Spread of Excellence from Plato to Darwin, Stephen Jay Gould

Judgment Under Uncertainty: Heuristics and Biases, Daniel Kahneman, Paul Slovic, and Amos Tversky

A Mind of Its Own: How Your Brain Distorts and Deceives, Cordelia Fine

Contribute and win

Readers can share offbeat incidents they experience or interesting trivia they come across. The one that will be used in this page will get a gift voucher of Rs. 500/-.

Post : Director- Technology
Company : Bioimagene India Pvt. Ltd.
Co Profile : BioImagene Inc. is a leading company pioneering a new generation of image informatics solutions targeted to the specific needs of the life science research and medical diagnostic workspace.
Job .Desc. : Profile will include account management & business development, shall have an experience in latest java technologies.
Profile : Candidate should have experience in computer science, electronics & communications with good knowledge in latest java technologies.
Exp : 1218
Location : Pune
Email : sheetal@bioimagene.com

Post : Project Manager
Company : Birlasoft Ltd.
Co Profile : Birlasoft is the global technology services division of the CK Birla Group, one of India's premier commercial and industrial houses, with strategic equity participation by GE Capital.
Job .Desc. : Responsibility include handling large projects in Java/ J2EE areas
Profile : The ideal candidate should have extensive experience in the software development life cycle.
Exp : 1015
Location : Hyderabad
Email : ismail.siddiqui@india.birlasoft.com

Post : Technical Architect
Company : Oracle India Pvt. Ltd.
Co Profile : Oracle Corporation is the world's leading supplier of software for information management and the world's second largest independent software company.
Job .Desc. : The job profiile will be designing a flexible platform, which would accommodate the changes like new application, new storage technology, change in data center etc.
Profile : Should be strong in system design with knowledge and experience in implementing backup recovery or disaster recovery or high availability solutions for some of the Oracle products.
Exp : 1020
Location : Bangalore
Email : laxmi.anand@oracle.com

Post : Delivery Director
Company : Syntel Ltd.
Co Profile : Syntel is a global applications outsourcing and e-business company that delivers real-world technology solutions to global 2000 corporations.
Job .Desc. : Profile is to build up the current client accounts/ projects into specialized Domain areas leading to Verticalization.
Profile : Candidate should be from financial domain with good interpersonal and communication skill.
Exp : 1520
Location : Mumbai
Email : rajendra _ raut@syntelinc.com

Post : Delivery Manager
Company : 3i Infotech Ltd.
Co Profile : 3i Infotech company prides itself in fostering a culturally integrated environment, placing high value on teamwork, integrity, creativity and excellence among its employees.
Job .Desc. : The job include delivering and building the existing product offering with complete P& L responsibility.
Profile : The ideal candidate should have extensive prior experience in executing and delivery of large projects with a team for development & support services.
Exp : 1013
Location : Chennai
Email : vinita.jagasia@3i-infotech.com

Post : Director
Company : Conexant Systems (PB) Pvt. Ltd.
Co Profile : Conexant Systems, Inc.is a worldwide leader in semiconductor solutions for broadband commu-nications, enterprise networks and the digital home.
Job .Desc. : Responsibilities would include directing, leading and technical management of team/multiple teams involved in design, development, documentation, and testing of software for programmable chipsets.
Profile : Should have knowledge of system programming with exposure to worked upon Datacom ,Telecom, Technology Areas, System Programming etc.
Exp : 1020
Location : Noida
Email : noidajobs@conexant.com

Post : Solution Head
Company : Sigma Software Solutions Pvt. Ltd.
Co Profile : Sigma Group is a global IT products and services family of companies catering to leading organizations in telecommunications, cable, utilities, finance and related industries.
Job .Desc. : The role involves managing the core engineering team for our OSS product Service Management Platform.
Profile : Candidate should have experience in software product delivery with sound understanding of software Product development Methodologies.
Exp : 1418
Location : Pune
Email : arunk@sigmasoft.biz

Post : Delivery Center Captain
Company : CSC India Pvt. Ltd.
Co Profile : CSC provides innovative solutions for customers around the world by applying leading technologies and CSC's own advanced capabilities.
Job .Desc. : Responsible for service delivery for area managed with providing administrative oversight to Delivery Center staff.
Profile : Should have strong leadership and organizational skills,for interacting with team members and senior levels management.
Exp : 1012
Location : Hyderabad
Email : ssood@csc.com

Post : Software Architect
Company : Mentor Graphics (I) Pvt. Ltd.
Co Profile : Mentor Graphics is a leading supplier of products and services used by companies worldwide in the design of the electronic content of their products.
Job .Desc. : Profile include to design complex systems at the component level, makes strategic technology choices, and directly supervise the quality of designs and implementation inside and between components.
Profile : The incumbent should be familiar with technical skills,product architecture & design using advanced OO methodology and UML expert in application & implementation of design patterns.
Exp : 1015
Location : Hyderabad
Email : amitosh _ mishra@mentor.com

Post : Lead Consultant-SAP
Company : Wipro Infotech
Co Profile : Wipro Infotech is the IT Services, Solutions & Products division of the Rs. 81.7 billion Wipro Limited.
Job .Desc. : The ideal candidate will be responsible for all the work of the a Lead consultantant. Shall have thorough knowledge of SAP.
Profile : Should have 5 yrs of experience in SAP MM as a functional consultant
Exp : 1016
Location : Bangalore
Email : aravind.ramachandran1@wipro.com

Post : Finance Manager
Company : Voltage Engineering Ltd.
Co Profile : A leading EPIC Contractor for Power Sector and Oil & Gas industries in the State of Qatar.
Job .Desc. : Shall be responsible for handling the financial, billing and commercial aspects of EPIC Project contracts.
Profile : Candidate should be CA/M.COM with MBA/LLB with minimum 10 yrs of exp in the finance field.
Exp : 1015
Location : Qatar
Email : personnel@voltageqatar.net

Post : AVP- Finance
Company : Score Information Technologies Ltd.
Co Profile : We are Score Information Technologies Limited, the INR. 5 Billion, 18000 employees strong Kankaria Group's flagship Information Technology Company.
Job .Desc. : Responsible for all financial management infra-structures as well as the oversight of the accounting, risk management, and information systems.
Profile : Should be dynamic chartered accountants with a MBA finance and minimum 15- 18 yrs of rich work experience.
Exp : 1522
Location : Gurgaon
Email : piu.sen@score.co.in

Post : VP- Finance
Company : Soma Enterprise Ltd.
Co Profile : Soma's relationship with its employees is changing from the patriarchal to the practical, but the bond continues to be nourished with compassion and care.
Job .Desc. : Responsible for strategic financial planning, forecasting, business controlling, strategic costing and budgeting.
Profile : The incumbent should have good experience in financial controlling and financial forecasting.
Exp : 1215
Location : Bangalore
Email : padmashree@somaenterprise.com

Post : Chief Financial Officer
Company : C G Foods India Pvt. Ltd.
Co Profile : CG Foods India Pvt. Ltd., an enterprise of Cinnovation Group is poised for immediate growth in the Country. Company owns the Brands like Wai Wai, Kwicks etc.
Job .Desc. : Should be able to manage multicorporate accounts, costing, budgeting with presentations in large corporate board meetings .
Profile : Candidates with 15-20 years of experience in finance & accounts department.
Exp : 1520
Location : Delhi
Email : cv.cgfi@cinnovationgroup.com

Post : General Manager
Company : Jak Software Pvt. Ltd.
Co Profile : We are a part of Jaipuria Group of Companies with diversified interests having affiliation with PEPSI.
Job .Desc. : The ideal candidate will contribute to the development of HR policies and processes, establishe HR policies, systems and processes.
Profile : Candidate should have relevant experience in handling recruitments, induction, appraisal, training besides ability of setting HR systems and processes in the organisation.
Exp : 1416
Location : Chandigarh
Email : careers@ckjpearl.com

Post : Chief Operating Officer
Company : Macmillan India Ltd.
Co Profile : Macmillan India is a leading Educational Publisher and is a part of the Macmillan (UK) Group.
Job .Desc. : Responsible for quality assurance, productivity systems & methods.
Profile : Should have an experience in an ITES managing advertisement design operations with good communication skills & customer relationship.
Exp : 1315
Location : Bangalore
Email : s.nair@macmillan-india.co.in

Post : OPERATIONS- MANAGER
Company : Patni Computer Systems Ltd.
Co Profile : Patni Computer Systems Limited is a global IT Services provider .
Job .Desc. : Profile includes transaction processing by meeting day to day client and deliverables on specified SLA's -Process Operational
Profile : The ideal candidate should have experience in any back office process with thorough knowledge in F& A Domain & Accounting Domain.
Exp : 1015
Location : Delhi
Email : careers@patni.com