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Bad Labor Laws is Keeping Indians Poor



India is rich but Indians are poor. Despite India becoming the third largest economy, it's also one of the poorest countries because 90% of the workforce is still in the informal sector. Misplaced political priorities, obstructive laws and unimaginative education system have ensured that the workforce indicators remained the same since 1991 while all other indicators have moved up. Growth hasn't led to transformation of the labor market. Has India missed its tryst with destiny then, **Manish Sabharwal**, chairman of staffing company TeamLease, laments.

Why are countries poor? To me, this is the most interesting question of all times. The first question that struck me when I landed in the US in 1994 was they are not smarter than us but why are they richer than us. I think there are many explanations as to why countries are poor it could be so many

factors - weather, religion, infrastructure - but I think the interesting question is what do you do about poverty? In the last 10 years this government in the center, I will call it "regime of rights", right to education, food act, right to information act, health act and the right to work act and that obviously isn't working. It hasn't yet made a dent on

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poverty even though we have spent a lot of money, so India has been voted from a high growth low inflation economy to a low growth, high inflation economy, basically because we have lost control.

I would like to submit that the only way we can reduce poverty is to create the infrastructure of opportunity and the infrastructure of opportunities is the three Es – education, employment and employability. There is absolutely no other way forward to increase productivity.

And staffing companies, the staffing industry, they are like the agony and ecstasy of India's labor market. I think there are a lot of people in corporate India who can't find employees. Yet, the staffing industry has grown in the last 5 years even with lower hiring standards.

India's transition in the labor market can be described as - farm to non-farm, rural to urban, informal to formal, unorganized to organized. These are journeys to a better life in India. Broadly, India has three problems in the labor market –matching problem, repair problem and prepare problem. The matching problem is very important. India has 1,400 employment exchanges. Last year, 4 crore people registered but there were only 3 lakh jobs. We have only 3 lakh apprentices in this country, Germany has 5 million, Japan has 10 million and China has 20 million. Apprentices are a very important matching component.

India has 90 percent informal employment. By definition matching an informal employment is sub optimal. The average size of employer in India is 4 and the average size of employer in US is 100. 8% of India's textile production from companies had less than 20 employees. 80% of China's textile production is from companies with more than 200 employees.

There is something sub scale about our enterprises which is related to informality and this brings us to the 3 geography of work problems. We have physical geography of work problem, India has only 50 cities and more than a million people. China has 300 cities, we have 6 lakh

- Huge skills to job mismatch
- India has only 3 lakh apprentices, Germany has 5 million, Japan 10 million
- All labor market variables are exactly where they were in 1991. 12% manufacture employment, 90% informal employment, 55% agricultural employment , 50% self employment - these are exactly the same 22 years later.
- Innovation lies at the intersection of the three Es – Education, Employment, Employability
- An unemployed or an unemployable Indian is not a free Indian, this is the difference between independence and freedom
- After 10 years of trying the rights regime, I sense a clear change among policy makers

villages, and 2 lakh of those villages have less than 400 people. So will you take jobs to people or people to jobs?

China has been taking people to jobs. We are not taking jobs to people nor have we taken people to jobs. There is geography of work problem in term of physical geography. There is a sectoral geography of work problem. All labor market variables are exactly where they were in 1991. 12% manufacture employment, 90% informal employment, 55% agricultural employment, 50% self employment these are exactly the same 22 years later. Growth hasn't led to a transformation in our labor market.

Mai baap to taxi cab journey

There is a change in what work means. We always think of work as man working in manufacturing on a permanent employment. IBM put out some interesting numbers recently. 50% IBM employees have been with them less than two years, 40% of them don't go to an IBM office every day,

they go somebody else's and 30% are now women. So the world of work is transformed from 'mai baap' sort of a contract to a short taxi-cab relationship. It's short, intimate, but it isn't permanent, hence definitely not the way we used to think about work.

So this matching problem for India which is the geography of work, sectoral of work and 90% informality is also related to the fact that we have a mismatch, we have a distance between what our education and skill system is producing and what employers are looking for. There are various ideas out there on how to reduce that distance.

I would like to highlight market failure in India's labor market. Employers are not willing to pay for training all candidates but they are willing to pay for training of some candidates. Candidates are not willing to pay for training, banks and micro finance aren't willing to lend to the candidate for training unless the job is guaranteed and training companies are unable to fill up their classrooms because

they are unable to clear the linkages to a job.

So my case would be that existing labor market institutions in India today whether they are ITIs, universities, employment exchanges or training institutes are yesterday's institutions which need to be rebooted to handle 10 lakh kids who will join the labor market every month the next 20 years. No country has done 1 million kids every month, China did not do it. China's one child policy meant that there were 300 million abortions; they don't have the demographics that we have. I would make the case that the existing labor market institutions are not ready for this impossible trinity of cost, quality and scale.

Scale is very important for India and obviously quality. Innovation lies in the intersection of the three Es. The government is organized vertically but this problem is horizontal. And you can't solve them without working at the intersections. When I started working 5 years ago in skills I used to say give me the candidate for three months. We can't teach a kid in three months or six months what they should have learnt in 15 years. You can't finance skill development unless it leads to a formal job, and you obviously won't get a job unless you have skills.

India missed tryst with destiny

I think the three Es are much more closely connected. So in conclusion it's a unique time, when I landed in the US in 1994 there was a front page article on the Wall Street Journal that India is more interesting than important. Because what's happening in India is not once in a decade, it's once in a lifetime. We missed our tryst with destiny. There are 400 million people today in India who will never read the newspaper or sit in the car they dream about or drive the tractor that they unload and send their kids to school which they helped build.

An unemployed or an unemployable Indian is not a free Indian, this is the difference between independence and freedom,

freedom is the ability to make choices. 40,000 or 50, 000 kids come to Team Lease every month, we hire 4000, those 36,000 don't have birth defect but they don't have choices

I like to make the case that the staffing industry could possibly offer those choices and have the capability to offer those choices. Now, time will tell whether we get the permission to offer those choices, whether the labor laws will allow us to offer these choices or we will die trying. I think now after 10 years of trying this rights regime, I sense a clear change among policy makers.

My favorite quote of all times is from a Spanish philosopher called Maimonides, a 14 century Spanish roaming philosopher. He said a better way to do charity is to give money to somebody you don't know but the best way to do charity is to give somebody a job." I think that is our (staffing industry) unique value that we will bring to the table in the next 20 years if we are able to keep the flock together and think long term because finally a job changes nutritional outcome, educational outcomes and all other public policy outcomes in a way that no subsidy can ever do.

Excerpts from the key note address at the launch of Indian Staffing Federation in Bangalore recently

Next Issue



Interview with Ratan Tata

Mission: To enable engaging conversations through fresh insights and perspectives

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- The emerging economic powerhouses of Indonesia, Thailand and the Philippines are now catching up quickly to demand globally competitive workforce, following the AEC 2015 economic integration. **What's the best tool to ensure proper onboarding and training and development?**
- The rapid growth of acquiring talent in Asia has gotten 60% more expensive. **Is there a technology that addresses the urgent need to strengthen recruitment and workforce planning?**
- Your top recession survivors have disengaged and 15% of new hires in Asia Pacific resign in the first year of service. **Is there a better way to monitor employee sentiments to predict attrition and better manage succession?**
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UNIVERSAL NETWORK INTELLIGENCE

Temp and perm distinction disappearing

Here's some good news for staff on temporary contracts – the compensation parity between them and permanent employees is closing in. Does that make permanent employees insecure? It should if their role is non-critical to the organization. Edited excerpts from the 2013 TeamLease salary survey

With industries such as hospitality and BPO / ITeS and prominent profiles such as project lead (IT and knowledge services) and autoCAD engineer (automobile and allied industries) displaying unified salaries with variance in mostly low single digits, the temp versus perm distinction on salary payouts is relegated to the past.

Despite lower economic growth and not so buoyant mood in the market, TeamLease predicts that not only will hiring increase, salaries too will see an upward movement across most industries. While the hiring has registered 11% growth, salaries will witness 12% increase across industries and functions.

Further, with companies striking a balance between skills and increment, attrition rate also has been brought under control, emphasizing a buoyant and mature job market. From a sectoral perspective, most of the sectors register a healthy growth in increments. In fact, even the BFSI sector which had a relatively poor increment scheme last year seems to be on a course

correction and will be rewarding skilled talent accordingly. And finally, the gap between permanent salaries and temporary salaries is now negligible. Excerpts from the survey:

The year saw frenetic talent acquisition activity – near-11% increase over the previous year – and equally aggressive retention initiatives that raised increment payouts to an average 12% across industries and functions. The focus is on securing valuable skills through measured and commensurate pay actions.

Automobile and Allied Industries which

almost does a catch up (17.6% rate of growth as against the IT and Knowledge Services' 18.2%). Automobile and Allied Industries perform better on increment payouts, however, alongside Healthcare and Pharmaceuticals. FMCG and Power and Energy tie for the second spot with substantial increment growth rates with only the latter gaining improvements on longevity.

Specialization wins big on both salary and increment payouts. Niche, and high-skilled profiles such as Network Architect, SAP Developer/ Consultant and Project Lead are in greater demand than the generalized and traditionally well-paid profiles such as IT Executive / IT Manager and Accountant. The 'niche-set' pockets salary and increment growth rates upwards of 12% and are toasted by most industries that employ them. Attrition rates stabilize across industry 11 out of 15 industries.

Ms. Sangeeta Lala, Sr. V-P & Co-founder TeamLease Services is buoyant. "The headwinds of global change, blowing hot and cold have only so much as reshaped the contours of the Indian labor markets for the better. Salaries continue to rise – more for the deserving, employers are aggressively acquiring and rewarding the right skills and capabilities, talent migration is shaped by career enrichment opportunity as much as it is by market forces, and equity has prevailed."

- **Most sectors register a healthy growth in increments**
- **Hiring up 11 %, salaries up 12%**
- **Attrition down significantly**
- **Frenetic talent acquisition activity**

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Deep Mismatch between Employers' Need vs. College Output yet Students Feel Overqualified



When it comes to creating a talent advantage, it's not just about who employees are when they join an organization. It's about who they become over time.

This is a funny situation for countries to be in. Recruiters world over, especially in India crib profusely about lack of fit between the talent pool coming into the job market versus what the employers need. One thought the situation was being addressed since this mismatch debate has been on for more than a decade. It appears the gulf is widening in all markets.

The interesting element of this survey is the students' perception. So long, we have heard only side of the story, that of the businesses. It is time now for firms to sit up and take note of what job-ready or those already in the job market feel. Excerpts of the survey:

- Significant percentages are aware

that their degree and their skill-set are hardly a ticket to a meaningful career.

- Among the 2011-2012 graduates, 67 percent looked to on the job training to deepen their skills, and 51 percent expected their employers to provide formal enterprise learning opportunities.
- Only 48 percent of 2011-2012 graduates reported that they actually received training on their first job.

Possible Solutions

- Employers have overblown expectations of the skills of new hires
- Don't bemoan, set up enterprise

learning strategies proactively

- Reconnect work with workforce
- Hire based on potential skill requirement, not merely on current skills
- Deepen firms' involvement with educational institutions to improve the fit between graduates' skills and the jobs available

http://www.accenture.com/us-en/outlook/Pages/outlook-online-2013-new-skills-imperative-reconnecting-work-with-workforce.aspx?c=mc_myoutlook1_10000124&n=emc_0613

What India can learn from South East Asia



Nirupama V.G., MD, Ad Astra Consultants, a leading international HR consulting firm, on a few things India can learn from its South East Asian neighbours.

Memories of the big financial crisis that raved South-East Asian countries in late 1990s and early 2000 are still fresh. The speed with which they recovered is largely due to pro-active government policies. India prides itself for staying out of trouble due to conservative financial and banking policies. But India is lagging behind these economies in far-sighted labour policies and implementation. My HR consulting takes me to several capitals of South East countries where I find India has a lot to learn and unlearn.

Genuine government support, flexibility to adopt changes and innovate wherever required are common features I get to

hear from people I meet. Most of these countries work with the global workforce in close proximity. This has given their workforce a wide range of skills and experiences which ensure that they value add quickly to the emerging sectors, understand regional and international markets. So the complementary workforce of locals and foreigners is one of the key winning attributes.

South East Asia is a mix of developing and less developed economies, small and large countries and people of distinct nationalities. The organisations and the workforce here are more agile; more sharply focused on customers, and are better able to mobilize during trying times.

A common feature among most of these countries is that they believe in execution and adhere to discipline. There is little or no bureaucracy, a lot of transparency which make it easier to bolster speed and quality.

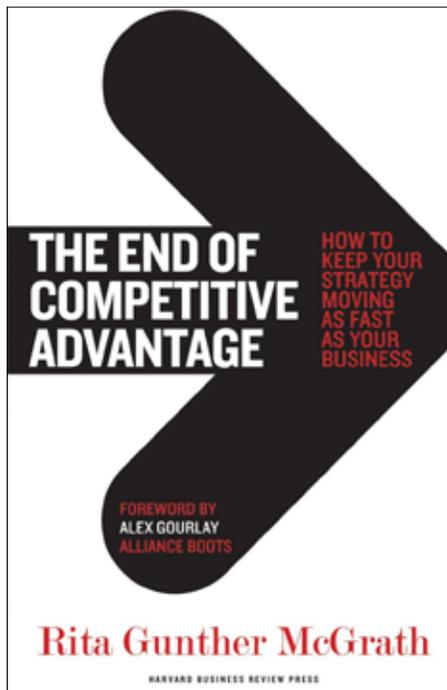
Constant communication at all levels – government to employers of their policies, values, process excellence, importance of productivity and vision ensures that the workforce don't treat these as an afterthought but adhere to norms. Here, a rule is a rule and non-adherence is not tolerated. Employers ensure that there is a robust connection between policies and business performance and communicate constantly to ensure everyone falls in line.

Features of South East Asian work force market

- Highly capable work force that can adapt to constant internal and global upheavals
- Far sighted leadership that can constantly innovate and manage change
- Consumer insight driven
- Experience in handling increasing business complexity during economic turbulence
- A truly engaged workforce that can build and encourage conducive platforms for collaboration between ethnic groups within South East Asia and the global talent
- Passionate workforce who take pride in what they do irrespective of the level

Clearly, there is no overnight fix to identify what India can learn from these countries. The development and sustenance of some of these learning can never be achieved in a short term but it is a journey to learn and imbibe the good things from their culture. What works very well in one region cannot work well for another region. But this does not mean that we cannot borrow the best from these cultures and build our capabilities and business performance.

End of Competitive Advantage, Enter Transient Advantage



It's interesting that Cognizant and Infosys are two Indian companies that Rita Gunther McGrath researched for her book *The End of Competitive Advantage: How to Keep Your Strategy Moving as Fast as Your Business*. The Columbia Business School professor would have done her research at least two years ago for it to be published by Harvard Business Press in June 2013.

Two years is a long time these days in business. It turns out that what these two Indian companies are experiencing is the central theme of the book – that the concept of sustainable competitive advantage is dead and that the new era belongs to those who sift the market for opportunities at quick speed and grab them – what she calls transient advantage. Cognizant is growing at quick speed at double digits in difficult market, while Infosys, a front runner till recently, appears to be searching for what its transient advantage is. Fearing further regression, Infosys founder Mr. Narayana Murthy announced a come-back in June 2013. Expectations are high.

McGrath rues that most leaders are using frameworks that were designed for a different era of business and based on a single dominant idea—which the purpose of strategy is to achieve a sustainable competitive advantage. She also proves that the urge to hold on to one's established competitive advantage is a vicious trap. Today's dynamic markets require continuous reconfiguration. The author shows how strategies that worked well for you even a few years ago no longer deliver the results. Dramatic changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now.

Apart from making her point strongly, the author offers paths that leaders can adopt to avoid getting trapped. Disruptive innovation guru, Clayton Christensen says this book is one of the most illuminating takes on how to deal with disruption that he has ever read.

Prevent asset build-up

McGrath argues that firms need to increasingly compete with waves of temporary or transient competitive advantage rather than sustainable competitive advantage. She stresses the fact that although exploitation of a transient advantage is advantageous for a period of time, excessive build-up of assets and people should be prevented as much as possible so that barriers to moving on to the next advantage are minimized.

It's clear that today stability, not change the most dangerous in highly dynamic competitive environments. Organizations that have mastered transient-advantage environments are those who believe in continual freeing up of resources from old advantages in order to fund the development of new ones.

McGrath's other books include *Discovery-Driven Growth: A Breakthrough Process to Reduce Risk and Seize Opportunity* (2009), *Market Busters: 40 Strategic Moves That Drive Exceptional Business Growth* (2005), and *The Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty* (2000). In 2009 McGrath was inducted as a Fellow of the Strategic Management Society, an honor accorded to those who have had a significant impact on the field.

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Finding Success for Indian Business Books Lacking a Western Touch

Amish Tripathi is the author of The Shiva Trilogy, a mythology-based, three-book fiction series that has sold more than 1.7 million copies worldwide and earned Rs. 40 crore (US\$7.40 million) so far.

Fellow writer Chetan Bhagat has several best-selling novels under his belt, including Five Point Someone -- What Not to Do at

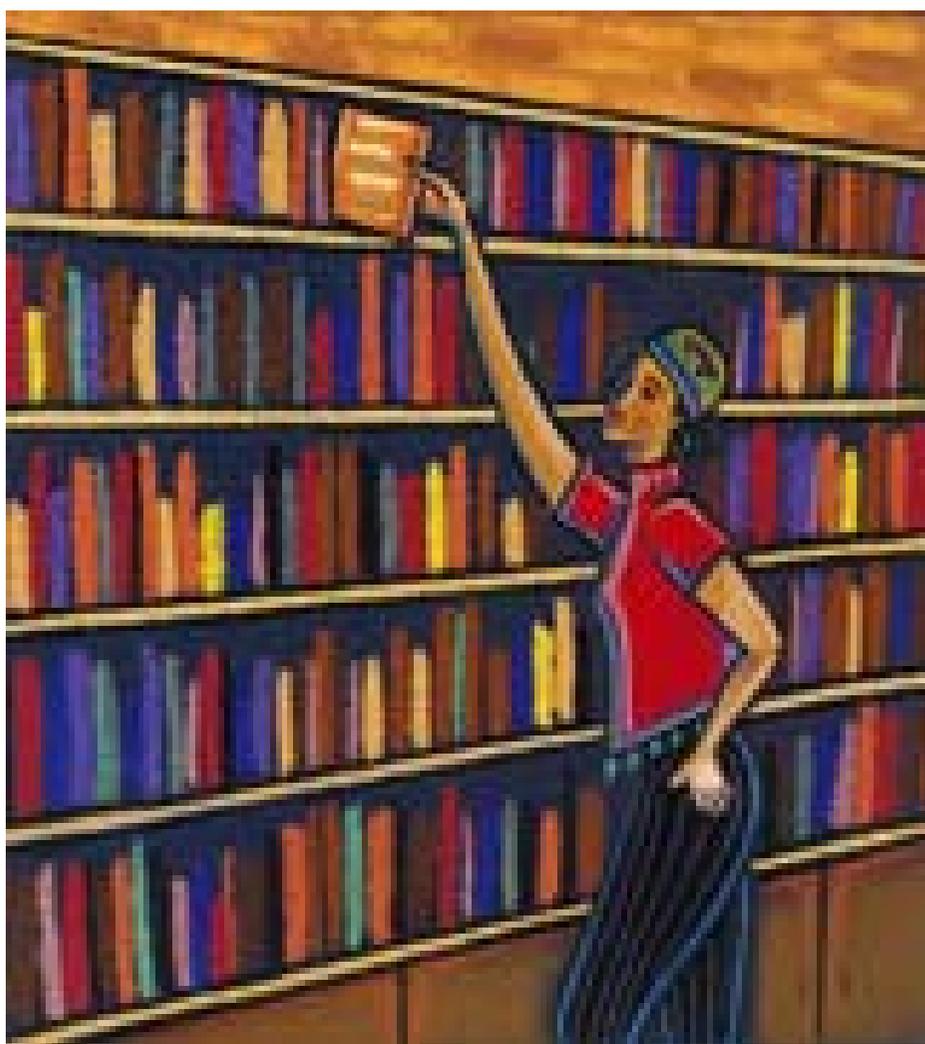
IIT, which was made into a hit movie. The two men are alumni of the Indian Institutes of Management (IIMs) -- Tripathi from Calcutta and Bhagat from Ahmedabad. Each began his career as a banker and spent several years in that profession before becoming authors. Both have become a "poster boy" for Indian publishing and the success that can be reaped in the sector.

In past years, Indian fiction published in English didn't stand a ghost of a chance in the domestic marketplace. Books typically sold a few thousand copies, most of them to readers living abroad. Today, however, authors of English-language fiction in India are increasingly finding broad readerships and pulling in solid sales numbers.

But the same has not been true for India's business book market. Books written by IIM professors -- including some of the same people who taught Tripathi and Bhagat -- typically sell only a few thousand copies. Like in the fiction sector of the past, most of those books are sold abroad rather than domestically. IIMs are considered the top business schools in India; books by academics from lesser schools -- India has more than 3,000 business schools -- don't sell even a few hundred copies. "We don't make noise," Shekhar Chaudhuri, former director of IIM Calcutta, told India Knowledge@Wharton for a past article.

The Fundamental Issue

Having the ability and resources to launch a high-decibel marketing campaign for a particular book is one issue. But is something more fundamental at work? "Let us ask a simple question," says Vijay Govindarajan, professor of international business at the Tuck School of Business at Dartmouth College. "The three premier Indian management schools -- the IIMs at Ahmedabad, Bangalore, and Calcutta -- have been around for 50 years. The other premier business school -- the Indian School of Business (ISB) -- is over a decade old. Can these schools point to one management idea that they have pioneered that is taught in the top 10 business schools in the U.S.? I rest my case."



Govindarajan is author of the 2012 book, *Reverse Innovation: Create Far from Home, Win Everywhere*, which made it to the New York Times and Wall Street Journal best-seller lists. "I have eight case studies of which six are based on Indian companies," notes Govindarajan. "Why couldn't a professor from the IIMs or ISB have created the 'reverse innovation' concept? After all, they are closer to the research sites."

Govindarajan is quick to clarify, however, that the professors are not principally to blame. "There is a lack of research culture," he says. "It is not about lack of capability." According to Harish Bijoor, brand strategist and CEO of Harish Bijoor Consults Inc., in India, "teaching overtakes research.... Poorly written Indian cases are to blame as well." Books, too, are often of doubtful merit. "There are good ones and there are bad ones. The pity is that in sheer volume terms, the badly written ones dominate the well-written ones," Bijoor says.

The atmosphere can be corruptive. Visiting faculty at top Indian schools arrive from the West with books and research papers already under their belts and end up writing corporate hagiographies. The authors get full access to the company and produce laudatory texts. It's a win-win situation except for the discerning reader.

Moving Beyond Textbooks

This is the type of book that often racks up robust sales figures; the company being profiled will buy most of the copies to distribute as corporate gifts. Another category that sells relatively well is the business school textbook. "Indian professors in India have traditionally written textbooks rather than books targeted at a managerial audience," notes Rishikesh T. Krishnan, professor of corporate strategy and policy at IIM Bangalore, and author of *From Jugaad to Systematic Innovation: The Challenge for India*, which topped business bestseller lists in India.

"Even the good Indian B-schools are actually teaching schools," adds Jayanta Nath Mukhopadhyay, dean of the global campus of GlobSyn Business School. "The faculty in India gets little time for research

and writing an original book with serious analysis." Instead, they pen textbooks -- a more elaborate version of the curriculum they are teaching in the classrooms. Mukhopadhyay points out that there have been some excellent textbooks released in the area of finance. But the books typically deal with the nitty-gritty -- analysis and application of the laws prevailing in India. Because accounting standards and procedures differ from country to country, these books are largely irrelevant to audiences outside India.

Textbooks may add to the reputation of a professor within the student community. But it doesn't take him or her places among practicing managers. And even if an academic writes a book that appeals to managers in India, how far will it travel? Krishnan says he is more interested in writing about India and Indian companies. "But that perspective may not have a global market," he adds.

Relevant Strategies

Ravi Aron, professor at the Johns Hopkins Carey Business School and senior fellow of the Mack Institute for Innovation Management at Wharton, notes that Krishnan's chosen topic of *jugaad* is a doubtful candidate for global relevance. *Jugaad* is defined as low-cost, improvised innovation -- making do with what you have.

"Foreign business books describe strategies in business environments that most countries aspire to," says Aron. "A reader in Malaysia, Brazil, Russia or South Africa eventually wants his country's business environment and businesses to resemble those of the developed Western economies. If you try to plug *jugaad* or *dabbawallahs* [a system of delivering lunches to offices], [the reader] might have some passing interest in what he [or she] might see as a charming quirk in a chaotic region." Indeed, Krishnan in his recent books has acknowledged that *jugaad* is no longer enough in a globalized world.

Aron offers some additional reasons why Indian business books don't work: "The

world loves to read about successful entities, swathed in easily visible glamour -- Apple, Google, Goldman Sachs -- or about figures that stride on a world stage -- Branson, Jobs, Gates, Blankfein," he notes. "A business book reader in Eastern Europe or Thailand may want to read about what's happening in his 'aspirational business ecosystem' -- and India is not in that ecosystem."

He adds that Indian business books about Indian businesses typically describe idiosyncratic conditions that apply only to India, which is not very useful as learning material for conducting business in developed economies. Most of the problems of doing business in India have to do with doing business "in spite of India," Aron notes.

"It is not about overcoming competition or functioning in reasonably transparent markets. It has to do with doing business in a make-believe world created by a peculiar confluence of forces in India," he says. "There are companies such as Reliance that have mastered playing the Indian state's game. But what can BP or Royal Dutch Shell learn from Reliance? If Hindustan Unilever finds innovative ways of delivering tea packets and detergents in Northeastern India in spite of the poor surface transport, what can Johnson & Johnson or Procter & Gamble learn from this, other than for their businesses in India?" learn

Getting a Worldview

When the Indian professor goes abroad, he or she acquires an expanded worldview. "The Indian authors outside India are more in tune with what managers, both in and out of India, want to read about Indian business," says Nirmalya Kumar, professor of marketing and director of the Aditya Birla India Centre at London Business School. "Being outside India gives these foreign-based professors a global view, access to global companies and the ability to see what is unique about Indian business best practices. Unfortunately, Indian business school professors do not have

the same access to companies, even Indian ones, as do the famous Indian-origin professors. The limited access to the inside workings of the firms make the books less interesting.”

Krishnan notes that part of the blame must rest with the publishers. “Most publishers in India are either local, or appear to be cut off from their international counterparts. They don’t have a world market in mind,” he notes. “There is inadequate editorial support to fashion a book for the global market.”

According to Poornima Swaminathan, commissioning editor at Jaico Publishing House, books written by business school professors of Indian origin based in the U.S. “have a better chance of becoming bestsellers as, apart from being academicians, these authors also work as consultants in multinational corporations,” she says. “This helps them approach writing the book and promoting it in a completely different fashion.” Even at the IIMs, consultancy assignments from industry are few and far between in India.

Swaminathan adds that Indian publishers have been found wanting in one respect -- marketing. “In terms of aggressive marketing, Indian publishers have a long way to go,” she notes. “The publisher, along with the author, needs to have a vision to ensure the book sells in huge numbers. That said, the publishing space in India is definitely undergoing a positive change.”

There is more marketing of Western business books in India than there is of the local offerings. Tripathi says Shiva Trilogy’s success was at least 50% due to marketing. He points out several books that would have done better had they been sold properly. But professors in India don’t even like to talk about marketing; they think their books should sell on merit. “That, too, is changing,” Swaminathan notes. Adds Bijoor: “They do believe in marketing in the West. But it is not marketing alone that makes the books successful.”

Change Is in the Air

Opinions about the importance of marketing are not the only thing that is changing in the sector. “We are seeing more interest in writing books for managers,” says Krishnan. “For example, IIM Ahmedabad now has an agreement with Random House to write a series of such books. IIM Bangalore has recently tied up with Pearson.”

Kumaar Bagrodia is CEO of LeapVault, an executive development and knowledge media organization that is establishing India’s first non-fiction books conference soon. He, too, feels that things are changing. “Indian consumers have had to generally look toward Western markets to understand and imbibe modern business practices,” Bagrodia notes. “That is now changing: In the past decade or so, with the story around business models and practices in the West turning out to be not all that rosy, coupled with the emergence of successful world-class companies in India, there is significant domestic demand and global interest for such content from India. And, yes, the marketing of these books is not strong in India as authors have not had opportunities for monetizing their efforts in terms of speaking and consulting fees. This, too, is changing, albeit to a lesser degree.”

Change won’t happen overnight, however. “The knowledge sun rises in the West and sets in the East,” says Bijoor. “This is a thought that has been perpetuated continuously in Indian school, college and business school education. This will take some to change.”

Aron has a more fundamental question. “Is reading being replaced by cognitively less demanding pursuits -- TV, social media, video games, YouTube?” he asks. If so, it’s a bleak future for all academic authors; they must learn to master new media to communicate their ideas.

For the moment, however, Aron has a suggestion for those writers: “A different kind of an Indian business book -- not necessarily aimed at the business executive and certainly not a ‘guru’ book -- might work better,” he says. “That book would describe India, some of its history, catalog some social forces and discuss how they shaped business and society in India. It would be general-interest reading set deep in an economic milieu. It would be a sort of travel through the Indian economy trawling for stories and is meant to appeal to general readers who want intelligently-observed descriptions of the life and times of a place.”

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Making Math a Play

Indians are known to be naturally good in Mathematics but the crammed syllabus is forcing students to approach all subjects to maximize on marks. Mumbai-based Divesh Bathija, an investment banker and an analyst didn't want to give up. Determined to make learning Mathematics fun, he founded a company called Dinasim Learning in 2012 which now teaches the subjects using popular games in Mumbai area. It has plans to take this to all Indian cities. Excerpts from his chat with ManagementNext.

What was your inspiration in starting this venture?

Education is the foundation, upon which a knowledgeable and prosperous nation is built. Indian education focuses on teaching rather than learning, focusing on marks over a practical skill set and provides miniscule encouragement to students to pursue their creativity. The books are full of innumerable pages of obsolete, outdated theory without any

practical work. An entirely new approach has to be adopted which focuses upon innovation and practical aspects of education.

Dinasim Learning is an initiative to shift the onus back to understanding concepts – an approach to re-approach the crucial but much misunderstood subject of Mathematics.

How do you do it?

I have always believed that the early formative phase of a child's life is crucial, for it imparts lifelong learning. To fulfill its objective of getting students to view Math from a concept point-of-view rather than a mechanical score perspective, the firm employs exciting games and activities in its teachings such as popular sports like cricket, football, basketball, darts, or even virtual games such as Angry Birds. We are open to all school students from Grade V to Grade X along with their parents and teachers. We conduct seminars and workshops at individual, group and school



levels for presenting these concepts; the team skillfully fine-tunes the young minds with eye-catching visuals to better absorb the various facets of Mathematics.

We partner with schools, and introduce different programs round the year. The schools either keep the programs optional or mandatory. Once the eager child has witnessed the learning's in a new light, he or she is more equipped to give meaningful answers in tests as it is easier for them to calculate fractions, decimals etc. Walking away from our program, the child has an intrinsic interest in Mathematics and is less fearful about the subject.

How are you funded?

We recently received funding from an angel investor. This helped us scale up our operations and we are planning to start operations pan India very soon. With a long way to go, the team of Dinasim Learning is on its way to change mindsets toward Mathematics using fun and innovative methods. Ours is an ambitious step forward toward changing the learning ethos of urban Indians.



Win in India, Win Everywhere

Ravi Venkatesan, independent director, Infosys, former chairman, Microsoft India

Indian companies have perfected the art of thriving in chaos. For MNCs yet to take the plunge, it is a scary thought and for many who are already here, it is a daunting task. **Ravi Venkatesan's** book 'Conquering Chaos – Win in India, Win Everywhere' is a primer to all MNC business leaders who hope to succeed in emerging markets. He offers the dos and don'ts which is rare because it has come from his personal experience of running global and Indian companies. Excerpts from his chat with **Benedict Paramanand**



What's the central theme of the book and why you thought it should be written in the form of a book?

The central idea is that vibrant but chaotic India is an archetype for many other emerging markets, and multinationals that wait for the country to become less chaotic or for India to change to fit their business models will find themselves losing out in the next big wave of globalization. Faced with slow growth in developed markets, MNCs have to turn to emerging markets. Most emerging markets look a lot more like chaotic India than China – with corruption, crony capitalism, bureaucracy, poor infrastructure

etc. MNCs like Unilever, JCB, Cummins, Stanchart that realize this and commit to succeeding in India end up succeeding not only in India but many other markets. They develop the products, capabilities, mindset and talent pool that helps them win in markets from Indonesia to Nigeria. So India is important not just as a talent pool and a market but most of all a litmus test of a firm's ability to succeed in emerging markets.

I originally thought of writing this as an article in HBR but my editor Anand Raman thought the material was so rich and important that it should be a book. In the book I have focused not just on the Big Idea but on very practical approaches on how to succeed in India. What kind of leadership do you need? How do you develop such leaders? How do you innovate for our market? How do you deal with government and with corruption? It's really written as a how-to manual for managers in Indian companies and MNCs.

After writing the book how has it impacted you personally?

The process of writing the book gave me the opportunity to reflect a lot on my 25 years of work, of building organizations and what I had done well and what I would do differently in retrospect. That was really powerful. Combined with conversations with leaders in 25-30 companies, I developed robust ideas and convictions especially around leadership and how to grow talent. Stepping away from an intense executive leadership role and becoming an author was also a great experience. I have become a lot more grounded, a more interesting and a happier person.

Top Takeaways

- **Wallow in the customers' shoes, and develop a visceral feel for the market, for opportunities. Don't just rely on spreadsheets and power point presentations**
- **Take big bets on young people with passion and potential. Give them big jobs and big challenges and then help them succeed. That's how you grow leaders and that's how you turbo-charge the business**
- **Be courageous.... Always try to figure out and do what is right and not what is convenient. Be willing to be contrarian**

How Cognizant Drives Innovation Bottom Up



Innovation Igniter session at Cognizant

Kumar Sachidanandam, Senior Director - Innovation Group at Cognizant Technology Solutions, demystifies innovation to his team so that they get inspired, not overwhelmed. Excerpts from his recent talk at IIM Bangalore on the occasion of the launch of Rishikesh T. Krishnan and Vinay Dabholkar's book, *8 Steps to Innovation*

When I left Microsoft, I wrote a mail to Ravi Venkatesan, chairman, Microsoft India, about my move. He wrote back: "You are a smart, angry young man and you will do very well wherever you go." I was thinking I am going to Cognizant to innovate and find some solutions. Honestly, that was the reason I left Microsoft. When I came to Cognizant, the company said it knew my credentials. The company's mandate was: "We want every employee in Cognizant to innovate". At that point, I almost told Ravi I wanted to come back. Looking back, glad I stayed on with Cognizant and pursued my passion for innovation.

We had a different problem at Cognizant. We recruit top engineers from several premier engineering colleges across

India. When you ask them, “Tell me honestly how many of you are creative and innovative?” Usually 20% raise their hands. When you ask them, “Are you sure?” You see few more hands down. At the end of the day, only 10% would agree they are creative and innovative. What do you do then? **That was the first problem our team faced. It was not about making people innovative, but about making people believe that they can innovate, that they have ideas, and that their ideas are important.**

The problem stems from the very definition of innovation. Innovation doesn't mean that it has to be an iPhone or an iPad, the next big thing. However, for senior leaders, the perspectives of the world and business are different. They would ask: “What's the next big thing that will take the company forward?” At the same time, for a moment, think about the people at the bottom who are writing code, making calls, and serving customers; they think differently of innovation. The definition of innovation has to be fine-tuned. We said your ideas are as important and innovation is not about big breakthroughs alone; it's something that you can do within your scope of work, thereby increasing their “Creative Confidence”.

When I was in Microsoft, once in every three years we released a new product. So in the year one, we release the product; after 6 months, we wait for the product to settle, and then we sit at the drawing board and make plans for the next product release.

Our company is different; we don't make products. At Cognizant, we can't comfortably sit and think. We are in the services business and deliver services for our customers, hundreds of them. So we took an approach of evangelizing, talking about what innovation is. It really did not work, so we stopped talking about the definition of innovation. Because, each of our customers have their own definition of innovation, depending on where they are and what they do. Innovation is important, but you got to do innovation within your scope, that's the fundamental premise.

How do you develop innovation capabilities?

We call our employees as associates.

These associates are engineers; they know what they are doing. For example, I was an engineer when I left Microsoft. An engineer has the mindset of a solutions generator, an idea generator.

That's why we thought it was important to get people to think differently. There is a saying, “Anything that is white is not milk” and another one, “If you drink milk under the palm tree, people will think you are drinking toddy.” That's an innovators' mindset. Typically, when I see a problem, I straightaway get to the ideation mode. The moment I see something white, I think that's milk. That's how the solution mindset works.

How do you make people to step back and think a little differently?

If you look at your mind, it is sequential in its working. It doesn't think in a parallel manner; Research has proven none of us can multi-task. However, when you get a problem, your mind goes all over the place. How do you teach them a structured approach? For example, the “Six Thinking Hats” tool helps you to get your mind to focus on the first aspect and sequentially thereafter. Once you learn to focus on a specific dimension, you start seeing the big problem. There are tons of such innovation tools. So why not teach some of these tools that our associates could take back and experiment with.

We came up with a program called “Innovation Capability Building Program”. It brings together a bunch of people who are passionate, have energy, and have the potential to grow in the organization. It is a two-day workshop. It starts with why you need to innovate, why you are innovative. We also talk about barriers too. What are the barriers to people innovating? Every time it's the same answers: I am not creative, no time, no encouragement, fear of failure. It's not that people don't want to innovate. We took steps to removing those barriers.

We have more than 160,000 people in our organization. You just can't use manual mechanisms to collate and process ideas. We use platforms and provide demo and training on how to use them.

Measuring innovation

Measuring innovation is complex and

very hazy topic. But if you go to business leaders, they are going to say there is no time to think, it's got to be done; it's got to be hitting their top line or bottom line. Otherwise it's not innovation. It's like I want a mango, but I don't have time have to plant the seed, water it, and nourish it to get one.

Corporates are full of dashboards and metrics. It is death by numbers, especially for middle management. In the fitness world, it is mind, body and endurance. You can't have fitness without these three. We need to focus on all three to succeed.

In the same way, innovation programs can't just focus on impact or output. When you do a few things right, innovation will automatically fall into place.

The way we measure innovation is through a very simple mechanism called “innovation index.” The index has three parts. One is “innovation input”. What is an input for creating innovation culture in an organization? What is it that we are doing? Are we educating people about innovation? How can they be innovative? Are we giving them the required tools and techniques? Do we have those innovation evangelists across the organization?

Once you have people ready and capable, “innovation process” is the next part. How many problems are you throwing in front of your people? How many of them rise to the challenge? How many contribute ideas? Typically, it could be just one blue-eyed boy/girl. Is that the way you want it or do you want everybody to contribute? We don't have a committee that evaluates these ideas; we let the employees choose the best ideas by “Crowd Rating”.

The last part of the index is “innovation output.” It is about the number of innovations implemented and the impact of these innovations in dollar terms.

We shared all that we did as an article in the “Innovating Innovation Challenge” and you can read our award winning innovation journey here:

<http://www.managementexchange.com/story/managed-innovation-oxymoron>

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How to be Your Child's Friend

By Sri Sri Ravi Shankar

Every parent wants their children to grow up to be well-educated human beings with certain values in their lives. They want to see them happy. But somewhere along the line, the link to happiness appears to be getting severed. We are losing the goal of happiness. These days, parents take more stress than their children every time their wards face a test! Even before the offspring can start thinking, the parents decide what he or she should study and what he or she should become. I have even heard stories of parents introducing their toddlers as engineers and doctors! This kind of attitude of parents can put unnecessary pressures on children and stifle their natural development.

Look at a child, a baby, what a beautiful smile it has. But see the face of the same child by the time he passes out of school and college. Does it still retain that joy, that innocence, that beauty that it was endowed with as an infant? A recent survey reveals that a baby smiles 400 times a day and adolescent smiles only 17 times a day. But an adult does not smile at all.

What is it that takes away this natural gift of humanity -- smile, friendliness, compassion, broad-mindedness, scientific temper? If you ask a kid how many friends he or she has in the class, he or she will count on the fingers. Three, four or five in a classroom of 40-50 students! The kids are unable to be friendly with all the 40-50 of their class. Then how do you expect them to be friendly with the world when they come out of school.

We have somehow failed to nurture the basic human values. The basic tendency to make friends has been lost somewhere in the pursuit of selfish education. As parents, one should encourage their children to make one new friend a day.

We need to realise that our children can be creative and productive without losing the humanness that they are all born with. Just material things or comfort alone do not really make a person comfortable. What is worth having on this planet is an intelligence that is complementary with innocence. Only an education that can nourish inbuilt virtues can impart true intelligence.

It is of no use if your children acquire good education and then begin to look down upon everybody else, including you! A well-educated person is one who is friendly and compassionate, who can be a 'nobody' with everybody. This needs to be instilled in the child at a young age.

There is an old saying in Sanskrit. "When your son or daughter turns 16, behave with them like a friend." Don't be their teachers; don't tell them what to do or what not to do. Just share their difficulties with them. Be a friend to them; a friend who is in the same wavelength. A friend understands them, moves with them, and empathises with their emotions and difficulties. If you relate as a friend with them and not as a parent, they will be more open up to you. Usually teenagers open up to their friends much more than to their parents; it's a



common phenomenon. This also goes for teachers. A teacher should also be like a friend: should behave as a friend, talk as a friend...

The teenage years are the most confusing years in one's life. A teenager is no more a kid who can be pacified with toys and sweets. At the same time, he or she is not mature enough in emotional terms. A new world has just opened up in front of them and they need a strong support system in this difficult time. Parents need to understand this and facilitate the support system.

A teenager faces big highs and so many lows... There's loneliness. A child doesn't feel lonely, but a teenager does. Not only that, there are also so many hormonal changes happening in the body of a teenager. He or she is becoming familiar with their body, mind, emotions, urges and difficulties.



Teenagers feel that nobody understands them and whatever parents say from their standpoint as parents – good or bad – doesn't appeal to them. Teenagers want immediate solutions, immediate gratification; everything should happen now! This instant! They feel that adults do not understand them; on the other hand, they cannot connect with small kids either. They have reached a stage where they find all the toys, all the simple games that they have outgrown meaningless. During these complicated years, parents need to ensure that teenagers have hope; they develop an understanding about life and what they want to do. They need to learn how to cope with their wants.

This becomes even more crucial as parents these days have less and less time to spend with their children. As the time for dialogue between a child and parents dwindle, there is bound to be a communication gap. Parents need to find ways to lessen the gap.

Once the gap is bridged, love flows; communication happens. And once communication happens, almost all the problems are solved.

It is of no use if your children acquire good education and then begin to look down upon everybody else, including you! A well-educated person is one who is friendly and compassionate, who can be a 'nobody' with everybody. This needs to be instilled in the child at a young age.

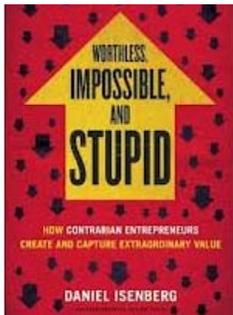
Our body grows in a particular sequence. In the first seven years, the body grows but the intellect does not grow. Then up to 14 years, the intellect grows. The period from 14 to 21 years is for emotional maturity. So the general belief is that you become physically mature, then intellectually mature and finally, you become emotionally mature. We need to attend to all the aspects of a child's growth.

To me, the sign of true and lasting success is a smile together with friendliness, compassion and a willingness to serve each other. What our children need today is a broadminded education accompanied by a warm heart. And as the saying goes, the parents are the first guru of a child!

Join Face 2 Face with Sri Sri Live on Facebook June 23rd 2013, 7:30 p.m IST www.facebook.com/HHSriSriRaviShankar

Worthless, Impossible, and Stupid: How Contrarian Entrepreneurs Create and Capture Extraordinary Value

By **Daniel Isenberg**, Harvard Business Press Books, 2013

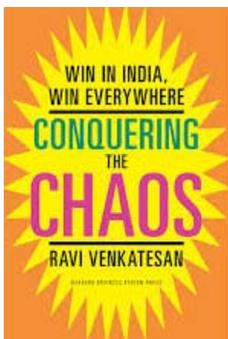


Are you a member of the new class of global entrepreneurs? If not, beware--this book may inspire you to become one. It's a rallying call for those whose ideas were ever called worthless, impossible, or even stupid. In this fascinating read, global entrepreneurship expert Daniel Isenberg illustrates through stories of real business builders the new rules of starting and growing a business. No longer bound by a western "Silicon

Valley" approach to entrepreneurship, a new group of enterprising doers has created a global and diverse mix of organizations that could be tomorrow's leading firms. Stirred by what he saw while crossing the globe to speak with business leaders young and old, Isenberg began connecting the dots.

Conquering the Chaos: Win in India, Win Everywhere

By **Ravi Venkatesan**, Harvard Business Press Books, 2013



India is on the minds of business leaders everywhere. Within a few decades, India will be the world's most populous nation and one of its largest economies. But it is also a complex market, with a reputation for corruption, uncertainty, and bureaucracy. The initial infatuation with India is over and reality has set in. But India is not a market that can be ignored. So why take a chance in this extraordinary and complex region? Ravi Venkatesan, the former Chairman of Microsoft India, offers

inside advice on how your firm can overcome the unique challenges of the Indian market.

He argues that chaotic India is in fact an archetype for most emerging markets, many of which present similar challenges but not the same potential. Succeeding in India therefore becomes a litmus test for your ability to succeed in other emerging markets. If you can win in India, you can win everywhere. Hard as these markets are, Venkatesan says, for most multinational firms the bigger challenge to success in emerging markets may well be the internal culture and mind-set at headquarters.

The First 90 Days, Updated and Expanded: Proven Strategies for Getting Up to Speed Faster and Smarter

By **Michael D. Watkins**, Harvard Business Press Books, 2013



Transitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organization, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardize or even derail your success. In this updated and expanded version

of the international bestseller "The First 90 Days," Michael D. Watkins offers proven strategies for conquering the challenges of transitions--no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organizations, also addresses today's increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper expectations once they step into their new jobs.

India: The Future is Now

By **Shashi Tharoor**, Wisdom Tree, 2013

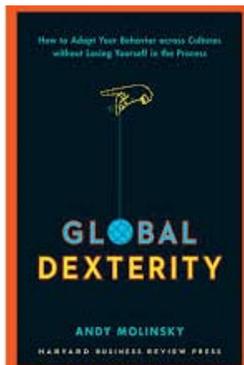


This one-of-a-kind book brings together India's young parliamentarians, cutting across ideologies, geographies and political affiliations. These nation-builders provide perspectives on a wide range of issues from cutting-edge technology to rural development; from world-class healthcare to affordable bio fuels; from infrastructure-building to cyber security; from sweeping political reforms to education for all.

Despite the seemingly contrasting paths, they all stand united in their desire for the upliftment of the poor. The voices of these young men and women cannot be ignored, for they are the leaders of tomorrow, the ones who will chart the course of India's future. At once vigorously analytical and vividly written, this book is a must-read for anyone interested in India and its role in world economy, and as a flag-bearer of democracy and peace.

Global Dexterity: How to Adapt Your Behavior across Cultures without Losing Yourself in the Process

By **Andrew Molinsky**, Harvard Business Press Books, 2013



What does it mean to be a global worker and a true "citizen of the world" today? It goes beyond merely acknowledging cultural differences. In reality, it means you are able to adapt your behavior to conform to new cultural contexts without losing your authentic self in the process. Not only is this difficult, it's a frightening prospect for most people and something completely outside their comfort zone.

But managing and communicating with people from other cultures is an essential skill today. Most of us collaborate with teams across borders and cultures on a regular basis, whether we spend our time in the office or out on the road. What's needed now is a critical new skill, something author Andy Molinsky calls global dexterity.

The Secret of Leadership: Stories to Awaken, Inspire and Unleash the Leader Within

Author: **Prakash Iyer**, Portfolio, 2013

Foreword By: Rahul Dravid

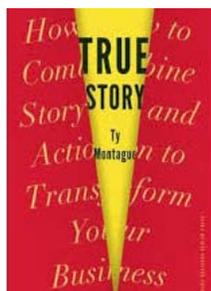


Leaders are like teabags. Only when you put them in hot water do you know how strong they really are. Bestselling author Prakash Iyer uses simple but powerful anecdotes and parables from all over the world to demonstrate what makes for effective personal and professional leadership. Iyer draws lessons from sources as diverse as his driver, a mother giraffe, Abraham Lincoln and footballers in the United Kingdom. He shows how an instinct

to lead can be acquired while flipping burgers at a fast food chain. All of these stories come together in an explosive cocktail to unleash your inner leader.

True Story: How to Combine Story and Action to Transform Your Business

By **Ty Montague**, Harvard Business Press Books, 2013



Is your company a storyteller--or a storydoer? The old way to market a business was storytelling. But in today's world, simply communicating your brand's story in the hope that customers will listen is no longer enough. Instead, your authentic brand must be evident in every action the organization undertakes. Today's most successful businesses are storydoers.

These companies create products and services that, from the very beginning, are manifestations of an authentic and meaningful

story--one told primarily through action, not advertising.

In "True Story," creative executive Ty Montague argues that any business, regardless of size or industry, can embrace the principles of storydoing. Montague shows why storydoing firms are nimble, more adaptive to change, and more efficiently run businesses.

Global Tilt: Leading Your Business through the Great Economic Power Shift

By **Ram Charan**, Random House, 2013



The global tilt is nothing less than an irreversible shift of economic power—jobs, wealth, and market opportunities—from a small part of the world to its entirety. It is improving the lives of millions of people around the world, and while it is creating immense opportunities, it is disrupting the world as you know it with dizzying speed.

If you're an American or European, any assumptions you may have about national and managerial superiority are obsolete. Businesses in China, Singapore, India, Brazil, Malaysia, and other countries on the move have ready access to the capital and expertise they need to grow. Their leaders have just as much knowledge, talent, and drive as you do. And they are unleashing their entrepreneurial verve to scale up fast and grab once-in-a-lifetime opportunities.

Those who can pursue the opportunities in a tilted world have a remarkably bright future. Ram Charan's unparalleled experience with global leaders and companies and the unique and powerful insights he brings to this book will light the way for you and your exciting journey.

Think Like Zuck: The Five Business Secrets of Facebook's Improbably Brilliant CEO

By **Ekaterina Walter**, Tata McGraw-Hill Education, 2013



If Facebook were a country, it would be the third largest in the world. Facebook accounts for one of every seven minutes spent online. More than one billion pieces of content are shared on Facebook.

Facebook is the company that rocked our world. Run by a "digital native," Mark Zuckerberg, it changed the way we connect, build relationships, and engage with each other. It forever altered the way we consume and produce content and it disrupted the way we market. As we look at companies like Facebook, we cannot help but wonder: what did Zuck do right? What can we learn from him and others that were brazen enough to change the way we see our digital world? Think Like Zuck explores the critical elements that drive the success of Facebook and the businesses like it.

Events

Seminar on CFO Forum Success Mantras of CFOs in the New Economic Scenario

Jun 14, 2013

The Bengal Club, Kolkata

<http://www.cii.in>

Awareness Session on Competitive tools for Global Business Information Technology & Intellectual Property Rights

Jun 15, 2013

Hotel Platinum, Rajkot, Gujarat

<http://www.cii.in>

Legitimate & Competitive tools for Industry to Compete & Grow in the Globalised Business Information Technology & Intellectual Property Rights

Jun 21, 2013

IIT Research Park, Chennai

<http://www.cii.in>

Manufacturing Innovation Conclave

Jun 21, 2013

India Habitat Centre, New Delhi

<http://www.cii.in>

NASSCOM EMERGEOUT Conclave (SURGE 2013)

JUN 18, 2013

Chennai

<http://www.nasscom.org/emergeoutchennai>

ENGAGE 2013

JUN 21, 2013

Bangalore

<http://engagedigitalsummit.com>

Why starting a services company in 2013 is (still) a great idea?

JUN 27, 2013

Hyderabad

<http://www.nasscom.org>

NASSCOM Big Data & Analytics Summit 2013

JUN 28, 2013

Chennai

<http://www.nasscom.org>

Infrastructure Outlook 2013

July 1st to 2nd 2013

Mumbai, MH, India

<http://www.infraoutlook.com>

Entrepreneur India 2013

July 6th to 7th 2013

Delhi/NCR, India

<http://www.entrepreneurindia.com>

National Conference on MSME Manufacturing Competitiveness and Exports

Jul 24, 2013

India Habitat Centre, New Delhi

<http://www.cii.in>

Workshop on Dynamic Leadership - Discovering the Leader in You

Jul 05, 2013

India Habitat Centre, New Delhi

<http://www.cii.in>

3rd International Conference on Management Practices & Research

July 26th, 2013

New Delhi, India

<http://www.apeejay.edu>

NASSCOM Infrastructure Management Services Summit 2013

August 21, 2013

Bangalore

<http://www.nasscom.org>

International Conference on Marketing & Business Strategy – 2013

8th to 9th August 2013

Hyderabad, Andhra Pradesh

<http://www.ibshyderabad.org>

DELIVERY MANAGER

Company: E-Infochips Inc
 Exp: 12-20
 Location: Ahmedabad
 Job Id: 120613000739

ARCHITECT - L2

Company: Wipro Technologies
 Exp: 10-15
 Location: Bengaluru/Bangalore
 Job Id: 130613900683

IDENTITY MANAGEMENT REQUIREMENT

Company: ACTSOL
 Exp: 14-24
 Location: Mumbai
 Job Id: 130613001468

SOLUTIONS ARCHITECT

Company: TIBCO Software India Pvt Ltd
 Exp: 10-18
 Location: Hyderabad / Secunderabad
 Job Id: 150513003961

SENIOR ENGINEERING MANAGER

Company: Yahoo Software Development India Pvt. Ltd.
 Exp: 12-15
 Location: Bengaluru/Bangalore
 Job Id: 130613900502

DIRECTOR - SALES

Company: Brainsmart media & advertising pvt. ltd
 Exp: 10-15
 Location: Bengaluru/Bangalore
 Job Id: 140613000424

DELIVERY MANAGER

Company: CIBER Global Solutions Center
 Exp: 10-15
 Location: Bengaluru/Bangalore
 Job Id: 130613001365

TECHNICAL ARCHITECT - JAVA

Company: Ugam Solutions Pvt Ltd
 Exp: 10-20
 Location: Bengaluru/Bangalore
 Job Id: 140313003186

HR MANAGER - HR

Company: Max India Ltd.
 Exp: 15-20
 Location: Rupnagar
 Job Id: 140613000279

BID MANAGER - INFRASTRUCTURE

Company: Capgemini
 Exp: 13-21
 Location: Mumbai
 Job Id: 010613002667

DOMAIN EXPERT

Company: J-Technologies India Pvt.Ltd
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 Location: Jammu
 Job Id: 130613900360

BUSINESS HEAD-EUROPE

Company: Newgen Software Technologies Ltd.
 Exp: 12-18
 Location: Delhi
 Job Id: 140613000262

LINUX STORAGE ARCHITECT

Company: ITC Infotech India Ltd
 Exp: 10-15
 Location: Bengaluru/Bangalore
 Job Id: 280513900069

ENGINEERING HEAD

Company: Harman International India Pvt.Ltd
 Exp: 12-22
 Location: Pune
 Job Id: 130613002042

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Company: Dell International Services
 Exp: 10-15
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