



The Bugle



Newsletter of the Old Boys Association of Sainik School Bijapur – Bangalore Chapter. Issue: 1 – 0904

From the President's desk;

Dear Ajeets,

SOCIAL RESPONSIBILITY

Are we doing enough to fulfill our social responsibilities? Can we do more? Obviously YES! I think it's not just a responsibility; it's an imperative, an obligation and should be our commitment. Social responsibility is not just merely investing in places, it's also investing in our people. Businesses and Industries understand that when you take care of your people, they will take care of your customers. Why do you think that the likes of Premji's, Murthy's, Wadia's, Tata's, Birla's and others invest in providing the communities young people with education and training? It is to create and enhance the quality of labour pool, and in the hope of making the entire country prosperous.

J.W.Marriot writes; "community service initiatives are laboratories for leadership". They help identify and develop promising leaders, build teamwork and improve loyalty. Real and effective social responsibility is shared by everybody. Take the example of our OBA. Each OBA Chapter is contributing to the cause of improving the school facilities, equipment, training, and consequently in supporting the school management in improving the overall school performance. The contributions made by Bijapur, Belgaum, Pune and Bangalore Chapters have been commendable. Led by the tireless leadership of Master G.D.Kale and Ramesh Bhat, and the invaluable contributions of our Ajeets in the government service merit more than a mention. These Ajeets took it more as a personal commitment and an obligation to fulfill their responsibility to improving the conditions for the students passing through the school. Knowing what the community needs is critical to social responsibility.

Of course there are many needs, we may not be able to fulfill all, but it's our responsibility to try. Environmental protection is another social responsibility and your OBA is working on facilitating supply of adequate water supply of mango and tamarind saplings that will grow into trees, not only providing the fruit content but will also enhance the

green effect. This is beside horses and computers being provided. This effort is an investment in people and their lives, enhancing the quality of the pool of potential future officers for the Indian Armed Forces. Social responsibility is also how we look at our contribution to the general cause of the upliftment of humanity.

We need to be active champions to fulfill our social responsibilities in our own industry, business, profession, community, and social sphere or where ever we are. The correct question is therefore to ask, "Are we doing enough? Can we do more? Can I go beyond myself to being selfless? Just as success is never final, as in leadership, there isn't enough in social responsibility. It is my hope that more of you will come forward and pool your efforts in what the OBA is trying to achieve. I thank you all for the support and cooperation given to me in the last one year. I ask you to extend your full support to the next OBA President of the Bangalore Chapter and the OBA activities.

We have also decided to help Ajeets keep up dated and in touch with others through this newsletter released at least twice in a calendar year. I hope you will actively contribute content to it. You may send in your content, information regarding any news about Ajeets and their families, batch meets, promotions, awards, etc to the editorial group at obanewsletter@yahoo.co.uk

**B.K.Sampath Kumar, Roll No. 183
Advocate, High Court Bangalore.**

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Ajeet News

Contribution made to the School:

1. 200,000 liters of direct water supply to the school per day from Almatti supply line.
2. DC of Bijapur has sanctioned Rs. 500,000/- for water shed management. Work to start soon.
3. Karnataka State Government has sanctioned Rs. 21,200,000/- in the State budget for the development activities and modernization of the School.
4. Agriculture University Gulbarga has given 500 Alfonso mango saplings, 500 Chikoo saplings and 500 Tamarind saplings to cover 10 acres in plantation – behind swimming pool and dairy farm. With the extra water now available it's possible for the school to maintain them. Drip irrigation has been installed to water these saplings costing Rs. 75,000/-.
5. Ashoka trees and Bougainvillea saplings are planted along the road from main gate to the school administrative building. About 500 flowering trees such as Jacaranda, Tacoma and May flower plants have been planted behind the Parade Ground.
6. An agreement has been reached with Gen. Thimmaiah Adventure Academy to conduct camps of 7 to 10 days each in Trekking (Dandeli forest – 8th std.), Rock Climbing (at Badami rocks – 9th std.), Para Sailing (on Bijapur air strip for 10th std.) and White Water Rafting or Stroke Boating in Bellary for 11th std.)
7. Sports Authority of India will provide coaches for duration of one month each for Hockey, Football, Basketball, Volleyball, Swimming and Athletics. Out standing sportsmen will be brought to Bangalore for special training during vacations..
8. Rs. 50,000/- donated by Capt. G.R.Gopinath (Roll No. 50) is being used towards new obstacle course and for Group Task activities.
9. Bagalkot district Collectorate has donated 60 truckloads of fodder to the school. This was possible with the help of S.G.Patil Roll No. 35.

Ajeets who visited Bangalore Chapter

Brig. Suresh Rao: Roll No. 87 was in town recently. He met with Bangalore Chapter and many Ajeets of his time in school. He is now the Dy. Commandant at MHOW.

Mr. S.K.Sharma: Roll No. 116. Presently works with Group 4 security company, and is National HR Manager based in New Delhi met with the Ajeets of this chapter during July.

Col. Rafi Ahmed Shaikh: Roll No. 95. After early retirement is now settled in Jamshedpur. He is the owner of an IOC Petrol Pump and a Prawn Culture business in Orissa. He got together with Bangalore chapter and Ajeets of his time. An ardent Golfer sure gave some golfing lessons to keen Ajeets.

Lt.Col. Edwin Birnur: Roll No. 77. CO of NCC Battalion at Gadag met with Ajeets of this chapter during his visit recently.

Cmde. Hanumanth Shiragavi: Roll No. 30. Retired from Navy as Commodore, and after completing his assignment in USA, has joined Tata Consultancy Services as General Manager – Administration, based in Chennai. During his recent visit here he got together with Ajeets of his time in school.

Ashok Dalwai: Roll No. 348 has recently been transferred to Government of Orissa. He was actively involved in various projects being done for the school, and has played a pivotal role in many cases. Ajeets in Bangalore will miss him. We wish him the very best in his new assignment.

Please send in news pertaining to Ajeets of OBA Bangalore regarding Awards, Recognitions, Promotions, Achievements, Articles, Marriages, New Arrivals, and Demises etc. to:
obanewsletter@yahoo.co.uk

Recognition: Presidents Medal

Excerpts from an interview; when 'The Bugle' caught up with DCP Gopal Hosur IPS (Roll No. 177) on his achievements.

Question: What is the President's medal? To whom is it awarded?

Answer: The President annually awards medals to various categories of people and institutions - the civilians, services, police personnel etc. For Police personnel it is awarded for meritorious service, distinguished service and for acts of gallantry - I have been awarded the President's Medal for Meritorious service and also the President's Medal for Gallantry.

Question: Explain for what contribution were you recognised? How do you feel about it?

Answer: For meritorious service. The outstanding performance over a period of minimum fifteen years is taken into account. The Government, considered the contribution made by me under all parameters of Policing, the maintenance of Law & Order, the prevention and detection of crime and efforts made to improve the morale and image of the Police in all places that I had worked despite the constraints of the system. The Presidents Gallantry Medal is awarded for acts of bravery in the face of serious threat to life in a specific operation. The gallantry medal was awarded to me for successfully the Karnataka Police team in an armed encounter against the terrorists holed up in Sanjay Nagar, Bangalore. I was awarded the President's Medal for Meritorious service in the year 2000. The Gallantry Medal in the year 2004. I have also been awarded the Chief Minister's Gold Medal twice for outstanding service during the years 1986 and 1992. What is important is not the award, but being able to prove worthy of it.

Question: What have you done differently to command this award? Can you tell us about it?

Answer: The success of any operation like an armed encounter needs meticulous planning, execution and display of restraint. Every member of the team needs to feel a sense of camaraderie. For this you need to show that you are a leader not only because of your rank but also your contribution for the success and responsibility you take for the failures also. The Sanjay Nagar operation was planned and executed successfully with utmost secrecy and courage as the terrorists were armed with high-grade explosives and sophisticated firearms.

Question: How do you feel having missed joining the NDA? Do you have any regrets?

Answer: Initially I felt bad for having missed the NDA. But now I feel anything that happens is for the good. The police job is equally challenging one where, you get an opportunity to genuinely help the helpless.

Question: How can our Ajeets join the IPS cadre? What advise would you give them in their preparation? What are the initial goals they need to set, to successfully launch a career in the IPS?

Answer: For the Ajeets, joining the Indian Police Service, and doing well thereafter is no problem. The school in a way prepares us for that. The selection for IPS is through UPSC Civil Services Examination, which is common to all services like IAS, IPS, IFS etc., Academic orientation and specialised coaching are very useful. Unlike the NDA, for the I.P.S, there is no physical efficiency test before selection. Performance in Preliminary exam, the main exam and viva voce is the sole criteria.

Question: Not only have you had an outstanding career so far, but you have also been very successful, yet you are one of the most humble persons. What qualities and attitudes go to make a person that you have become?

Answer: In the Police service one comes across a lot of a suffering and helplessness of the common man. I identify myself with the man in stress for I feel I come from no different background. The service provides authority and opportunity to help a man in distress. It gives immense satisfaction when a person especially poor and down trodden comes up to you to thank for the help rendered long years after you have forgotten of the event. It brings out humility in a person.

Question: It is said that behind every successful man there is a woman. How do you balance your work with family time?

Answer: I am lucky that my wife and children understand the demand of my job. My wife who gives the children the company in studies and entertainment makes up my absence from home for long hours. Once in a way we go out on short vacation, go out for movies and eat out.

Write to us about your achievements and recognition to obanewsletter@yahoo.co.uk

Values of Good Thinking

In our every day life we deal with things that are exciting as well as things that are mundane. We deal with situations that benefit us and causes that affect us. We are forced to deal with the complex variables of life. When the going is good, we take credit for ourselves. When the going gets tough we ask “why God, why me?” We celebrate when the going gets good. How? By partying, and enjoying to our content. This is the worldly way of celebrating. It is our outer personality – as talked by Larry Diangi in his famous book ‘The Resilient Power of Purpose’. If at bad times we can say “Oh God, why me?” then at good times, should we not be celebrating with the Gods? I am not trying to give you a sermon or discourse here. But I wish to leave a few correct thoughts with you to ponder over.

Benjamin Disraeli the great philosopher once said “Nurture great thoughts, for you will never go higher than your thoughts”. Look at all the successful people in the world, what do they have in common? What is that one thing that separates those who go to the top and those who never get there? ‘It’s Good Thinking’. If you are willing to change your thinking, you can change your feelings. If you can change your feelings, you can change your actions. And by changing your actions – based on good thinking – you can change your life.

All of us want our children to be educated in the best schools and colleges. I am not undermining the importance of good education. But the problem with most educational institutions is that they try to teach people ‘what’ to think, and not ‘how’ to think. Knowledge is power said Francis Bacon. But knowledge has value only in the hands of some one who has the ability to think well. We must learn how to think well and reach our potential.

Why should you embrace the value of good thinking? David Schwartz Professor of Georgia State University and the author of ‘The Magic of Thinking Big’ says “where success is concerned, people are not measured in inches or pounds or

college degrees or family background; they are measured by the size of their thinking.” Becoming a better thinker is worth your effort because the way you think really impacts every aspect of your life. It doesn’t matter who or what you are, good thinking will improve your life. It will make you a better businessman, parent, teacher, executive or what ever you are.

Let me tell you of a few reasons why good thinking is important:

1. **Good thinking creates the foundation for good results.** Remember James Allen’s words “good thinking can never produce bad results; bad thoughts and actions can never produce good results”. You understand this in the natural world, but try to understand this in the mental and moral world, and cooperate with it. You all know that poor thinking can produce only negative results, average thinking produces no result, and good thinking produces some progress but great thinking produces great progress. You cannot change your results without changing your thinking. Remember the proverb ‘as you sow, so you reap?’ If you need great results, you need to sow great thinking. Why do you think you fall short of achieving your complete dreams? It’s because you are trying to change your results without changing your thinking. The best way to develop good thinking is by surrounding yourself with it. How? You may ask. By reading positive attitude books, listening to positive thinking tapes and being amongst people who have developed the ability to think positive.

2. **Good thinking increases your potential.** In every way each of us is a leader – to our family, to our business, in our community, in our social environment, in our profession etc. You will become as small as your controlling desire or as great as your dominant aspiration. You are that person as you think in your heart. Our leadership ability determines our level of effectiveness. The lid on your leadership ability is low if you are a poor thinker and that lid is high if you are a great thinker.

3. **Good thinking produces more good thinking IF you make it a habit.** The problems

we face today cannot be solved by thinking in the same way we thought while creating them. Look around you the world keeps getting more complicated. It doesn't have to discourage you. Let me share a great quotation with you:

I am your greatest companion. I am your greatest helper or heaviest burden. I will push you onward or drag you down to failure. I am completely at your command. Half of the things you do you might as well just turn over to me and I will be able to do them quickly and correctly. I am easily managed – you must merely be firm with me. Show me exactly how you want some thing done and after a few lessons I will do it automatically.

I am the servant of all great men; and alas, of all failures as well. Those who are great, I have made great. Those who are failures, I have made failures. I am not a machine, though I work with all the precision of a machine plus the intelligence of a man. You may run me for profit or run me for ruin. – it makes no difference to me. Take me, train me, be firm with me, and I will place the world at your feet. Be easy with me and I will destroy you.

*Who am I? I am **HABIT!***

The good news here is no matter how complicated life gets or how difficult problems may seem; good thinking can make a difference – if you make it a consistent part of your life. Success comes to those habitually do things that unsuccessful people don't do. The more you engage in good thinking, the more good thoughts you will continue to think. It's like creating an army of good ideas capable of achieving almost anything. Every one of you has the potential to become a good thinker. Remember – unsuccessful people focus their thinking on survival, average people focus their thinking on maintenance, and successful people focus their thinking on progress.

What then is the portrait of a good thinker? How do you pay the price to become a good thinker? In my opinion there are many thinking pieces to become a great achiever. Some of which are:

- See the wisdom of big picture thinking.
- Unleash your potential of focused thinking.
- Discover the joy of creative thinking.

- Recognise the importance of realistic thinking.
- Release your power of strategic thinking.
- Feel the energy of possibility thinking.
- Embrace the lessons of Reflective thinking.
- Encourage the participation of shared thinking.
- Experience the satisfaction of unselfish thinking.
- Enjoy the returns of bottom line thinking

Can we shun the ill will and fight amongst us as a nation, as a community, as an organisation, as a society, and as civilized human beings? Can we dedicate ourselves to cooperate and collaborate with each other? Can we support one another in all good causes? Can we create an environment of peace, harmony and progress? Can we get beyond any selfish agenda's to selfless ones, by inculcating great thinking and good habits in ourselves? Your answers are 'yes'. Let us then teach these values to our children and make our country, community, society a better place to live in.

**Sanjeev Baitmangalkar, Roll No. 104
CEO, Stratmann Consulting, Bangalore.**

Management Lesson

A sales rep, an administration clerk and the manager are walking to Lunch when they find an antique oil lamp. They rub it and a Genie comes out in a puff of smoke. The Genie says, "I usually only grant three wishes, so I'll give each of you just one." "Me first! Me first!" says the admin clerk. "I want to be in the Bahamas, driving a speedboat, without a care in the world." Poof! And he's gone. In astonishment, "Me next! Me next!" says the sales rep. "I want to be in Hawaii, relaxing on the beach with my personal masseuse, an endless supply of pina colada's and the love of my life." Poof! He's gone too. "OK, you're up," the Genie says to the Manager. The manager says, "I want those two back in the office after lunch."

Moral: Always let your boss have the first say.

Business Process Outsourcing (BPO)

Introduction

Business Process Outsourcing (BPO) is an industry growing by leaps & bounds in India. The industry is also known by name ITES (Information Technology Enables Services). The growth of this industry is driven by the success of Information Technology (IT) outsourcing and a more sophisticated business environment. It reflects a new way of looking at the outsourcing industry.

It is the way of engaging a third party to handle your process rather than investing your time & resource. Today, outsourcing is more a method of contracting. It's becoming part of the philosophy of how you manage your business, and it's tied very much into what core competencies you have as a company.

Typically the outsourcing is happening in customer support services for Financial, Banking, Insurance, Telecom, ISP's (Internet Service Providers) & Logistics Management industry. The companies from west are outsourcing to Asian countries like China, India, and Philippines for their English speaking skills.

To name a few companies who have started their own captive centers or outsourced to third party vendors in India are IBM, Dell, HP, AOL, GE, Microsoft, British Airways, and British Telecom etc. In India the most favored destinations have been Gurgaon, Bangalore, Pune, Hyderabad, Chennai & Mumbai because of quality educational institutes & the metropolitan culture.

Why Outsource

- Delegate task to a third party vendor without wasting time, resources & concentrate on core expertise.
- Save on high cost of infrastructure, manpower & other recurring cost in western & European countries; take advantage of cheap & skilled labor in Asian countries.
- Availability of vendors in market to solve your problems at competitive rates without compromising on SLA (Service Level Agreement), security of information & quality of services.

- It's an opportunity for vendor as well as clients leading to win-win situation.

Types of services

The type of services can be classified into two types voice based & non-voice based.

I. The voice-based services are providing online helpdesk services & answering over telephone to online customer for the queries. It may also be collection of a balance payment over telephone from the credit card holder or customer.

II. The non-voice based services would be handling the email queries of customers, processing of insurance papers, bills, data entry etc.

IT Infrastructure

The infrastructure required depends upon if you are setting up a voice based call center or backend operation for your client. For e.g. if you are processing the payroll for your client in the U.S. chances are you really don't need an IPLC line. However, if you are answering the inbound calls from US then you require an IPLC line to carry the voice traffic.

Some of important components of setting up a call center is:

1. IPLC (International private leased circuit) line
2. Dialer -System is fed by list of telephone numbers to be dialed, after the number is dialed, the call is handed over to the agent.
3. CTI (Computer Telephony Integration) - This is the system used for the Screen pop ups as soon as the call is transferred to an agent, the screen pop appears along with the call to help an agent to identify the caller.
4. ACD (Automatic call distribution) – It is switch where the agents log in to the system the calls are automatically transferred to the agents who are idle. The calls can be routed based on the skill sets possessed by agents.
5. IVR (Interactive Voice Response) - Enables customers calling a contact center to use voice commands to retrieve the information they require without ever speaking to an agent.
6. Voice loggers - This logs the conversation of all agents, which can be used to check the quality of calls, handled by agents.
7. Multiplexure (MUX) - Used to connect the IPLC at both the ends. The IPLC links are expensive & MUX is used in compressing multiple

voice channels & decompressing at the other end. The equipment also carries data, routers are needed to connect the IPLC on both ends of the link.

8. LAN (Local Area Network)– Is the backbone networks where the desktops, servers, switch are connected also referred to as backbone.

Opportunities for employment

About 75% of the employees in a BPO industry are front end Customer Support Representatives (CSR) also called as agents. The industry looks for people willing to work in night shifts to map to work timings of either to UK clients or US. The typical profiles for the opportunity in BPO companies are as under.

CSR – Graduates or non-graduates with Good English speaking skills for voice based processes. For non-voice based process candidates with good English writing skills with typewriting skills.

Finance – BCom/MCom with exposure to accounting & working with European or US clients.

Admin – Exposure to facilities management in a software industry, managing vendors for security, catering, Transport etc.

HR – Graduate/ Post graduate in Human Resources management with Experience in candidate in an ITES industry.

Training- Experienced trainers from the industry for UK or US accent training & culture training.

Technology – Under various categories mentioned in the Infrastructure mentioned above, the hardware-engineering graduates are recruiting with BE/B.Tech with certification in Cisco/Avaya/Nortel/MCSE certifications.

Quality – graduates with certifications from Quality certifying institutes like BS/ISO etc for six sigma, COPC standards etc.

In the age of the Internet the location of the company does not matter, the quality of service at a lower cost to increase the bottom lines.

**Shivananda H Wali, Roll No. 1011
Manager- Technology,
Mphasis BPO Services, Bangalore**

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A Story Of Two Pots

Ø A water bearer in India had two large pots, each hung on the end of a pole, which he carried across his neck. One of the pots had a crack in it, while the other pot was perfect and always delivered a full portion of water.

Ø At the end of the long walk from the stream to the house, the cracked pot arrived only half full.

Ø For a full two years this went on daily, with the bearer delivering only one and a half pots full of water to his house.

Ø Of course, the perfect pot was proud of its accomplishments, perfect for which it was made.

Ø But, the poor cracked pot was ashamed of its own imperfection, and miserable that it was able to accomplish only half of what it had been made to do.

Ø After 2 years of what it perceived to be a bitter failure, it spoke to the water bearer one day by the stream. "I am ashamed of myself, and I want to apologize to you. I have been able to deliver only half my load because this crack in my side causes water to leak out all the way back to your house. Because of my flaws, you have to do all of this work, and you don't get full value from your efforts."

Ø The bearer said to the pot, "Did you notice that there were flowers only on your side of the path, but not on the other pot's side? That's because I have always known about your flaw, and I planted flower seeds on your side of the path. Every day as we walk back, you've watered them. For two years I have been able to pick these beautiful flowers to decorate the table.

Ø Without you being just the way you are, there would not be this beauty to grace my house."

Ø Moral of the story: Each of us has our own unique flaws. We're all cracked pots. But it's the cracks and flaws we each have that make our lives together so interesting and rewarding.

The Magic of Team Work

(One Indian = 10 Japanese, 10 Indians = 1 Japanese)

Lack of teamwork and co-operation is one of the most serious problems affecting progress in all areas of India and wherever Indians work worldwide. The key problem in India is always implementation, not lack of policies. We have great policies and ideas about how to do things, but severely lacking teamwork. When the Japanese came to work in India to develop the Maruti Suzuki car, a joke went around that one Indian was equal to 10 Japanese: Indians were very smart, capable and dedicated individuals. But 10 Indians were equal to 1 Japanese: Indians lacked team spirit and co-operation. What makes matters even worse is our “crab” mentality – if someone is trying to climb higher and achieve more, the others just drag him down. The signal that the others send out is, “I wouldn’t do it; I wouldn’t let you do it; and if by change you start succeeding, we will all gang up and make sure that you don’t get to do it.”

The question is: Where does this attitude come from, and how do we recognize and handle it?

Hierarchical System

Part of the problem is our cultural background. We’ve had feudal and a hierarchical social system in which whoever is senior supposedly knows best. This was fine in earlier times when knowledge and wisdom were passed on orally; but in modern society, there is no way that one person can know everything. Today, you may find that a young computer-trained person has more answers for an accounting problem than a senior accountant has. Until we understand how best to leverage this diversity of experience, we will not be able to create and fully utilize the right kind of teams.

Sam Pitroda: “In my younger days in the US, I attended an executive seminar for Rockwell International, where about 25 senior company executives had congregated for a week for strategic discussion. In the evenings, we would break out into five different groups of five people each. In those group workshops, someone would delegate tasks, saying: “You make coffee; you take notes; you are the chairman; and you clean the board”. The next day, there would be different duties for each group member. No one ever said, “But I made coffee twice or I cleaned the board entire

day”. I thought to myself, if this were happening in India, people would be saying, “But I’m the senior secretary – why should I make the coffee and you be the chairman?” Hierarchy comes naturally to our minds.

What Derails a Team?

Group work requires a thorough understanding of the strengths and weaknesses of individuals irrespective of their hierarchy. Because of our background, we often don’t learn how to exercise and accept leadership- to lead and to follow – simultaneously. Some gravitate toward exercising leadership, and others gravitate toward accepting the lead of others. But in true teamwork, everyone needs to do both. Being a good team player implies respect for others, tolerance of different points of view and willingness to give. The ability to resolve conflicts without either egotism or sycophancy is a very important aspect of being a team player: You have to agree to disagree. I find that people in India somehow tend to focus on achieving total agreement, which is almost always impossible. So before work begins people want everyone to agree on everything instead they should say OK. This is what we agree on, so let’s start working on this. What we don’t agree on, we will resolve as we go along”. For things to move forward, it’s important to work on the agreed-upon aspects and not get bogged down in the areas of disagreement. Yet another snake that kills teamwork is people’s political agendas. You’ve got to be open, clear and honest to be a good team player. Most people though, have a hidden agenda – they say something but mean the exact opposite. I call it “split-level consciousness”. To say and mean the same thing is a very critical part of a good work ethic.

Criticizing the individual or the idea?

When Sam was working in C-DOT (400 employee size company), if someone had not been doing well, Sam used to tell the person directly to his face in a general meeting. The employees said that was insulting and they should be pulled aside individually to be told of the inefficiency. But in today's world, you cannot afford to do that every time. Besides, Sam figured that criticizing someone in a meeting was for the benefit of all present, and everyone could learn from that individual's

mistakes. It was then that Sam learned how Indians do not differentiate between criticizing an idea and criticizing an individual.

So in a group, if you tell someone that his idea is no good, he automatically takes it personally and assumes that you are criticizing him. No one can have a good idea everyday on every issue. If you disagree with my idea, that does not mean that you have found fault with me as a person. Thus, it is perfectly acceptable for anyone to criticize the boss - but this concept is not a part of the Indian System. So from time to time, it is important for an organization's Chief Executive to get a report on the psychological health of the firm. How do people in the team feel? Are they stable? Confident? Secure? Comfortable? These are the key elements of a team's success. For a boss to be comfortable accepting criticism from subordinates, he must feel good about himself. Self-esteem is a key prerequisite to such a system being successful.

Mental Vs. Physical Workers

Another serious problem facing India is the dichotomy and difference in respectability between physical and mental workers, which seriously affects team performance. Sam had a driver named Ram, who he thought was one of the best drivers in the world. He used to open the door for him whenever he entered or exited the car. Right in the first few days Sam told him "Rambhai, you are not going to open the door for me. You can do that if I lose my hands". Ram almost started crying. He said, "Sir, what are you saying? This is my job!" Sam told him that I didn't want to treat him like a mere driver. He had to become a team player. Sam told him that whenever he was not driving, he should come into office and help out with office work - make copies, file papers, send faxes, answer phone call or simply read - rather than sit in the car and wait for me to show up. Diversifying tasks increases workers' self-esteem and motivation and makes them team players. Now, even If Sam calls him for work in the middle of the night, he is ready - because Sam respects him for what he does. Team Interactions unfortunately, when good teams do get created, they almost invariably fall apart. In our system today it is very difficult to build teams because nobody wants to be seen playing second fiddle. It is very hard in India to find good losers. Well, you win some and you lose some. If you lose some, you should move on! You don't need to spend all your time and energy of different cultural backgrounds, religions, ethnicities and caste groups

- a fertile ground of diversity in the workplace. We should actually be experts in working with diversity. But it can only happen when we get rid of personal, caste and community interests. There could be a 40-year-old CEO with a 55-year-old VP. It has nothing to do with age; capability and expertise are what counts. But you don't yet see these attitudes taking hold in India. Managers in the US corporate environment who work with Indians - and in fact, with Asians in general - need to recognize that these individuals have a tendency to feel that they are not getting recognition or are not being respected. It must be realized that these individuals have lower self-esteem to begin with and therefore have to be pampered and encouraged a little more because they need it. This makes them feel better and work better. No Substitute for Teamwork. Teamwork is key to corporate and national governance, and to get anything done.

The fundamental Issues are respect for others, openness, honesty, communication, willingness to disagree, resolution of conflict, and recognition that the larger goal of the team as a whole rumps Individual or personal agendas. Don't be afraid of pressure. Remember that Pressure is what turns a lump of coal into a diamond.

(This is the extract of a speech delivered by Sam Pitroda – President, World Tel)

**Jacob George, Roll No. 84
Proprietor, Morning Star Inc.
Marketing Consultant & Trainer**

Management Lesson

A little bird was flying south for the winter. It was so cold the bird froze and fell to the ground in a large field. While it was lying there, a cow came by and dropped some dung on it. As the frozen bird lay there in the pile of cow dung, it began to realise how warm it was. The dung was actually thawing him out! He lay there all warm and happy, and soon began to sing for joy. A passing cat heard the bird singing and came to investigate. Following the sound, the cat discovered the bird under the pile of cow dung, and promptly dug him out and ate him.

Lessons:

1. Not everyone who shits on you is your enemy.
2. Not everyone who gets you out of shit is your friend.
3. And when you're in deep shit, it's best to keep your mouth shut!

Building an Out Sourcing Business

Foreign companies are increasing drastically in recent years. This has opened up lot of opportunities for entrepreneurs to venture into new businesses to cater to this increasing demand. This article tries to cover some basics of outsourcing.

Outsourcing is getting your Service or product done thru other individuals or organisation. Every The amount of business outsourced by Indian & individual & organisation get some portion of their work outsourced, may be household or industrial work, as it is virtually impossible to do all the work in-house.

Why do customers out source?

There are many reasons & benefits for an organisation to get their work outsourced, main being:

Do not have capability: An organization may not have expertise in certain area of business, as it may not be their core strength of business. For example a manufacturing company using highly sophisticated CNC machines for manufacturing of their products may out source machine maintenance to a third party who are expert in the field of repair & maintenance of CNC machines.

Do not have capacity: An organization though has the capability, but may not have enough volumes to justify purchase of machine, or sometimes sudden surge in the their business volumes will occupy all the capacity available and to will force them to outsource to meet this extra demand in the market.

It is cheaper to buy than make: Due to higher overheads in big organizations & better capacity utilization by the supplier, it may be cheaper to outsource rather than produce in house. This is totally an economic decision taken mainly by the purchasing department.

Would like focus on their core business: In recent years most of the organizations would like focus on their core competencies and would like

on marketing & research and outsource all other activities like manufacturing & advertising.

Mandatory under law / policy: Some of the activities like financial auditing, ISO Auditing are out sourced, as they are required by law or by policies of the companies.

What are they risking by outsourcing

Even though, an organization is benefited from outsourcing, but it is also at risk. The main risks an organization encounters by outsourcing are:

- Increase in cost
- Loss of intellectual rights
- Loss of control over delivery & quality

Whom will they outsource?

An organisation will out source their services to suppliers, who have capability to meet their requirements with minimal risk. Cost though important, is not the only parameter looked, companies are ready to pay little extra if the company can meet their expectation in quality & delivery and with high ethical practices can look after customer's intellectual rights. Attitude of the sub-contractor plays a big role in good customer-suppliers relationship. A good & positive attitude when things have gone bad or in an emergency builds lot of confidence in the customer.

Understanding customer requirement

It is very important for an organization keep abreast with requirements of the customer at present and in future. An organisation should anticipate customer's requirement and plan for the same. Organisation should also understand the culture of the customer. With the customer becoming more global, it is necessary to understand the global business practices of the customer. An organization should understand the importance of their services/ products to the customer and plan accordingly.

Handling competition

An organization should have a clear vision of what it wants to do and should focus on the customer needs rather than the competition. It should differentiate itself from the crowd and

should have its own identity. If you keep watching your competition, you will act like your competition and the competition already knows what to expect. As the saying goes “you take care of your customer & customer will take care of your competition”

Managing Growth

Once you have a business going, it is very important to manage the growth in today's continuously changing business environment, it is necessary to build a flexible organization. The organization should develop Flexible processes, Flexible systems & Flexible manpower.

Flexible process may be a manufacturing process, which can handle wide variety of jobs, with low or no initial setup time & cost. Process should be insensitive to volumes and can be a powerful tool in present manufacturing scenario, where lead times, volumes & life of the product are shrinking, whereas the variety is increasing. This is one of the main reasons for big companies to off load such processes to a sub contractor.

Flexible systems should be able to handle different customer needs pertaining to pricing, order entry, batch quantities, lead times, packing, invoicing, quality systems & accounting. For example a customer into R & D may request for parts verbally, and would like to have parts even before the purchase order is made. At the same time there may be customer whose order cycle may be quotation, negotiation, purchase order, dispatch & payment. The system should be able to cater to requirements of different customers by volumes (low/med/high), frequency of orders (Daily/Weekly/Monthly), lead times (immediate/scheduled), Sales/Job work etc.

Flexible manpower is wherein each employee has to be trained to handle multiple job functions. For example accountant can also handle HR functions. An operator can also handle dispatch. Flexible manpower is very effective in handling varying demands of the customer. This requires continuous training of the employees.

Educating Customers

With customers focusing more on their core business and less on sub-contracting processes, it

becomes the responsibility of the sub-contractor to keep in touch with the latest developments in their specialized area and educate the customers about the benefits. If the customer finds that the new development will benefit them significantly, they normally do not mind experimenting with the new development and the knowledge developed during this type of experiments done partly at customer's cost can be of great advantage for the company in the future.

To conclude, to become a good sub-contractor an organization should understand the present & future needs of the customer and build a flexible organization, which can cater to changing customer needs with proper utilisation of the available technologies & human resources.

Halaswamy Magod, Roll No. 1215
MD, Magod Laser Machines Pvt. Ltd.,
Bangalore.

Management Lesson

Usually the staff of the company plays football. The middle level Managers are more interested in Tennis. The top management usually has a preference for Golf.

Finding: As you go up the corporate ladder, the balls reduce in size.

Think it over!

If you take an Oriental person and spin him around several times, does he become disoriented?

Do infants enjoy infancy as much as adults enjoy adultery?

If a pig loses its voice, is it disgruntled?

Why is the man who invests all your money called a broker?

Why is a person who plays the piano called a pianist but a person drives a racecar not called a racist?

Why isn't 11 pronounced onety one?

If Fed Ex and UPS were to merge, would they call it Fed UP?

Do Lipton Tea employees take coffee breaks?

I thought about how mothers feed their babies with tiny little spoons and forks so I wondered, what do Chinese mothers use? Toothpicks?

Ever wonder what the speed of lightning would be if it didn't zigzag?

Silence Please!

EFFECTS OF NICKS, BURRS AND SCALES ON GEAR NOISE

Today gears run at high speeds and high velocities. Customers want silent gears. Manufacturers find it difficult to attribute absolute correct causes for the Gear noise. There are various reasons for it, which can be minimized if not eliminated. If the design and application are technically adequate, then it is essential to control the manufacturing process to produce the required quality Gear. However, the fact is that most of the manufacturers overlook many variables, which result in process deviations causing errors in Gears Produced. These Gears with errors produce unwanted noise when put to use. One of the prime causes for gear noise can be extra material on the working profile of gear tooth. The main causes for extra material on gear teeth are; nicks, burrs and heat treatment scales.

NICKS

Nicks are caused by careless part handling when the gears are in the soft stage. Parts are susceptible to damage during handling and movement. Controlling the manufacturing process to avoid nicks is always an issue, and a firm has to exercise abundant caution and care. Manual handling of parts causes chance of inducing nicks. Automatic part handling may provide a solution in failure proofing, but is an expensive proposal. Investment economics will be proportional to the volume and variety of gears being produced. A nick is a chipped material on the profile of the gear, which remains on the surface, and gets hardened during the heat treatment. When, the gears with nicks on profile mesh and run with mating gear, gear noise is produced every time the nick comes in contact with the mating gear. Noise from gears due to nicks can give impression of poor manufacturing process and can upset user's product quality. Any nick greater than backlash value can create greater noise. If such gears are part of the gearbox or a part of the machine or any equipment, it can give the end user a feeling of bad product quality.

BURRS

Burrs are the raised material generally found on the face towards which the gear cutter exits during machining. Face deburring, or gear chamfering removes these burrs. Since the burr removal is done on the gear face, there is a tendency for the small burrs to be folded back into the gear teeth involute

profile. This burr if not cleaned becomes hard after heat treatment causing noise when the gear is put to use.

HEAT TREATMENT SCALES

Heat treatment scales are a result of oxidized material left on the tooth surface during heat treatment. This happens when the gears with high temperature are exposed to air, it causes oxidation of tooth surface and forms a scale. These scales may be very thin in nature and yet cause noise. In due course of gear running, the scales fall off contaminating the lubrication oil causing future problems like pitting of gear teeth profile, and affecting the performance of the geared unit. Alternatively, this powder in the lubricating oil can damage the gear teeth profile by acting as an abrasive.

WAYS TO MINIMISE NICKS

Primarily the nicks have to be smaller than tolerance in the cordial thickness or the base tangent length. By experience, we need to determine what size of nicks will cause noise. If the noise is a major concern then due care to eliminate nicks has to be taken. The following methods and processes are adopted to minimize the nicks.

Ø **Handling of Gears:** The first way to reduce nicks is to adopt a careful and systematic method to handle parts based on the size and shape. The methods are to be periodically reviewed for effectiveness and modified based on the effectiveness. The employees handling parts should be trained about the part handling. A strict vigil should be introduced to put the process in place.

Ø **Gear Profile Grinding:** The profile grinding is a process of grinding the working profile of the gear. Gear grinder is online equipment with formed grinding wheel. There is a nominal amount of material removal by way of profile grinding. This method ensures a smooth finish on the tooth surface, there by removing the pre-existing inaccuracies, burr, nicks and heat treatment scales. As the grinding operation is slow compared to other gear machines, it may not be suitable for huge volumes. As I say this, there are other defining parameters that necessitate the grinding operation such as the quality class of the gears, velocities etc.

Ø **Honing:** Another method to remove nicks, burrs is hard honing. It is process of rolling a heat-treated gear against a honing tool on gear teeth honing machine. This method considerably improves the profile quality in addition to removing nicks and burrs. However, as the machine and honing tool are expensive, this method is also not cost effective just to remove nicks and burrs. The replacement of honing tool also will be a very costly affair.

Ø **Hard shaving:** Shaving the heat-treated gears with a special shaving cutter is the third option to finish and correct gear inaccuracies. However, as in case of grinding and honing, this method is also expensive due to the equipment and tooling. But the quality of hard shaved gears is definitely improved and is free from burrs and nicks.

Ø **Burnishing:** It is the fourth method to remove extra material from the tooth surface. It is a very effective method in dealing with all three types of extra material. Burnishing is generally done, by holding the gear between two burnishing dies and rolling and oscillating simultaneously. This method removes the hand burrs and flattens the nicks on the tooth surface. This happens due to the rubbing action of the dies against the surface of the gear profile. Burnishing does not improve the gear profile, but only removes or minimizes the nicks and burrs. Even though the cost of burnishing dies is initially high, the cost per component is very low due to the prolonged life of the dies and equipment is also not very costly.

Each of these above processes is able to satisfy a condition on the gear teeth profile, however; the choice of which one is governed by the required quality class accuracy on the gears and their applications. For example a DIN 8605 Lathe Head Stock would require gears of quality class IT 6 & 7. In an aircraft application, it could be DIN 2 & 3.

100% INSPECTION:

In reality, the safe method of ensuring that the gear teeth are free from extra material on profile is to inspect 100% of the gear produced before heat treatment. Many times this is not practical as it is tedious and calls for many man-hours. In spite of 100% inspection it is sometimes difficult to identify the exact cause of nicks. At times, it is possible to identify the operation during which the burrs or nicks are formed and suitable process or setting corrections can be made to arrest the problem. If

the nicks are formed during handling in soft stage or heat treatment than there is a proven method to ensure every gear produced is free from extra material. Then 100% inspection at green stage and after heat treatment is preferred. By this, one can isolate the gears with burrs and nicks and decide what equipment or method is to be used to remove burrs and nicks. This segregation helps in minimizing the cost of attending to burrs and nicks. One of the cost effective method is to remove burrs and nicks is deburring or denicking manually with hand held grinders or files. However, there is always room for gear profile getting affected by this method. Pendulum type gear teeth deburring machines are reliable. Due care should be taken to wash and clean the deburred gears before inspection. This is essential to get correct results and ensure that all the loose particles are washed away and gear is free from extra material before heat treatment. Each Gear manufacture aims at getting the best quality gears manufactured through best possible methods and processes. Nevertheless, the most disheartening is the gear defects due to nicks, burrs and heat treatment scales. A process may produce geometrically good gear, but the extra material, if not controlled causes gear noise affecting the quality end product.

· If the nicks, burrs and heat-treat scales are undesirable, then any of the above methods discussed can be used to suit the nature of the problem.

· Burrs, nicks and heat treat scales can be minimized using best process controls.

Gear noise also results out of other causes, such as profile error, lead error, pitch error, root interference etc. But, that's subject for another discussion.

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Sunil Surpur, Roll No. 854
General Manager,
CVM Precision Products Pvt. Ltd. Bangalore.

If people from Poland are called Poles, why aren't people from Holland called Holes?

Tips on Computer Maintenance

Routine maintenance tips to keep your computer running at peak performance

With the amount of information available on the Internet, it's easy to fill up your hard drive space and turn your computer into a sluggish, unresponsive monster. Keeping your hard drive clean is essential to keep it at high performance. It's a simple process; that can easily be performed on a regular basis. You can discover how much hard drive space is available on your computer by clicking on "My computer" Icon and going to properties by right clicking on the drives. A pie graph will show you the amount of used and unused space for each of your drives. Check this often to keep an idea of how much space you are using.

Six simple steps to clearing up your hard drive:

1. Uninstall unused programs: Many a times a new program will appear that looks fun to have or play with, but after a week or two you simply stop using it. These programs clutter up your drive and take up valuable space. You might be tempted to delete these programs from your drive, but doing so will cause problems. You must use the uninstall function of Windows for the program to be removed safely and completely.

2. Clean out temporary files: When your computer is not shut down properly, it will pass information from memory into fragmented files. Also, while you are running programs, your computer will write information that it does not immediately need into temporary files. Installation files will also expand themselves into the temporary folder and will not always clean up after themselves. You can delete these temporary files safely by using the Disk Cleanup option in your System Tools.

3. Empty your Internet cache: As you surf the Internet your computer stores web pages and images into a temporary Internet cache so that it can quickly recall and access information when you move back and forth between pages. This backup information can quickly add up and eat hard drive space. Whether you use Internet Explorer, Netscape, or one of the many other browsers available, emptying out your cache is quick and easy. Simply follow the instructions in the Help files located within those programs. You may also wish

to set a specific maximum file size for your cache folder, so that it is not allowed to run rampant.

4. Empty your mail programs of clutter: It's easy to browse through your email and leave old messages there, promising yourself you'll sort them out later. One or two messages don't take up much space, but hundreds certainly do. Take the time to sort through these old emails now and delete what is not important. Create folders and organize what is left. Make it a habit that when new emails come in, they are either filed immediately or thrown away. Set your email program to empty your deleted items folder each time you close your mail program.

5. Empty your recycle bin: Once you've emptied your drive of cluttering, unnecessary programs; empty your recycle bin to remove what has been placed there in the process.

6. Scandisk and Defrag: When Windows installs programs, it will put the files it needs anywhere that it finds free space, and not directly after the last program installed. As a result, your hard drive has patches of empty space on it that are not big enough to fit a full program, and will result in a drive space error if you attempt to install something new. Scandisk your drive to check for lost file fragments and to fix any errors it finds, then Defrag to pack all of the program files together at the beginning of your drive. This will clear out those empty patches and move all of the free space you've just created to the end of your drive.

Perform this quick maintenance routine every week. And you'll have a clutter free computer.

The cleaner your hard drive is, the better your machine will respond! In order for your computer to be user friendly, it must have a friendly user. Be your computer's best friend and clean out the cobwebs regularly.

Malatesh Patil, Roll. No. 1265

Managing Partner,

Advance Micro Services Pvt. Ltd., Bangalore.

Education is the learning of "how to learn". The measure of what you learn after you think you have learnt it all is wisdom. What are you learning now? The best investment is in educating yourself

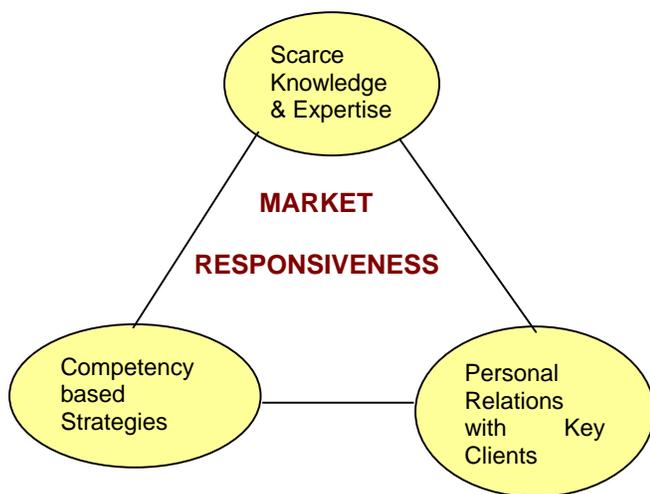
Strategic Advantage

THROUGH HUMAN RESOURCE

What are the implications of the information-based, knowledge driven and a service-intensive economy? Besides knowing the strategic implications of this, Managers know the new game is speed, flexibility and self-renewal. Although skilled and motivated people are the key, yet in the last ten years or so of delayering, restructuring and re-engineering has it left people empowered or more dissatisfied and cynical?

When a Machine Tool Building Company had to be closed they recognised that developing internal resources and capabilities would be more difficult for the competitors to imitate. So, they focused on creating knowledge and building the learning processes, in their search for more dynamic, adaptive and sustainable advantage.

They had the three attributes that are the core of market responsiveness: - Competency-based strategies depend on people and MTBC had the people to develop those strategies. They had the scarce expertise to drive new product development. And with key clients they had personal relationships. The strategy was built on the foundation of human resource as here people were considered as key resource.



They created teams that networked and replaced hierarchy. These teams built relationships; team worked the roles and replaced the control based management roles. The re-engineered flexible processes replaced the bureaucratic systems. The

senior management changed role from being analysis driven to being people oriented and from being strategy directors to strategy framers. They also acted faster than transformation needed to sustain them. This is depicted in their growth of over 400% in those three calendar years.

What was the mindset changes that brought about the strategic advantages?

1. People come with different mindsets. The belief that capital is the critical strategic resource and only the senior bean canners' key responsibility is to acquire, allocate and use it was the hardest mindset to change. At the MTBC they proved that this was not what constrains growth and took a changing view of strategic resource. We have seen companies with lots of capital but could never bring us better cars, better scooters, better trucks and buses, better garments, better entertainment etc. Some times in such cases there is surplus of capital chasing a scarcity of talent. They never let talent be a constraining resource. The senior management made HR issues top priority and got them out of the way, although they were in a limited way constrained by certain diktats from the parent factory.

2. Knowledge increases when shared, unlike capital. At MTBC their concept of value management was recognizing that knowledgeable people are scarce – a changed view of value. There is eroding loyalty and cynicism over the gap in the compensation packages of the front liners and those at the top, this is besides the recruiting difficulties. This in itself is an indication that the value distribution must change. Stock options is a way of recognizing that the owners of the scarce resource are not just the shareholders. Those who contribute their human and intellectual capital must enjoy the fruits of value they are creating.

3. Scarce knowledge and expertise resides in all

levels of management and not only at the top. It is embedded in the teams that work together and build relationships. With customers, technology and competitors. At MTBC they changed the view of senior management roles. Knowledge and expertise at the top was rotated to yield the greatest strategic advantage. Their 'Turnaround' success to be one such result. The organization restructuring was

done to shift initiative to those who possess valued expertise. To allocate managers and nurture their individual expertise and initiative in their most passionate, creative and competent areas. The result – managers were creating a sense of purpose rather than deciding on strategic content integrating the frame work strategic initiatives bottom-up. These initiatives injected meaning to every effort. All this defined a community where people wanted to belong as values were defined and efforts were aligned with core objectives. The resultant proof of these developed processes getting the work done effectively, empowering people and their commitment lay in the results of growth and profitability.

HR managers and senior management must see employees as ‘talent investors’. Individuals with special skills, knowledge and expertise must be treated as scarce strategic resource. Constant training did building of the challenge. Largely internal faculty, and some by external faculty constantly coached teams. Adopting to think on ABC methods threw out the old capital concept. The linking task was done by actively linking, leveraging and embedding the pockets of knowledge and expertise. Now there was no risk of underutilizing or loosing it. The fact that manpower turnover was less than one half of a percent was proof in using human resource as a strategic advantage. They had to break down barriers in decision-making, unlock core competencies, encourage collaboration and cross team communications.

The most important bonding process came from the organization culture prevailing in Hubli. Social events involving the employees and their family helped. Recognition helped – this was non-monetary. This process bonded the talented employees and kept them together. In times of challenges this bonding led to an engaging and energizing commitment to the organization and its goals. The managers commitment to set beliefs reflected in their daily actions and decisions.. Sumantra Ghoshal has said, “today’s’ managers must compete not just for product markets or technical expertise, but also for the hearts, minds, and dreams of talented people”. Although there can be no one set of rule for all cases, these guiding principles helped MTBC to perform.

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**Sanjeev Baitmangalkar, Roll No. 104
CEO, Stratmann Consulting, Bangalore.**

When NASA began the launch of Astronauts into space, they found out that the pens wouldn't work at zero gravity (ink won't flow down to the writing surface). In order to solve this problem, it took them one decade and US\$ 12 million. They developed a pen that worked at zero gravity, upside down, underwater, in practically any surface including crystal and in a temperature range from below freezing to over 300 deg. C. And what did the Russians do? They used a Pencil!

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For further details contact:

Magod Laser Machining Pvt. Ltd.,
72, KIADB Industrial Area, Phase II, JIGANI
Anekal Taluk, Bangalore – 562 106.
Tel: 080-7826246, 7826226
E-Mail: magodlaser@vsnl.com

Please fill this form and return:

Name:
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Mobile:

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Or mail this information to:

ms_patil@hotmail.com, shiva1011@yahoo.com