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Works



Corporate





Mr. Loren Ipsum

Dante uterque tempus bonis optis munda. Dicitur adhibere indicant munda. Praesent sapien massa,  
convallia e pellentesque nec, optis non nisi. Cras ultricies ligula sed magna dictum porta. Cras ultricies  
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Best Regards,  
Mr. Loren Est Ipsum

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# 'Writing is a shock absorber'

critic Gulzar at 77 is as serious about his writing as playing with his grandson, finds Humra Quraishi

2009/01/17 10:00 AM  
 Humra Quraishi | Mumbai, India

Gulzar is still in his thoughts, as is his colleague, Salim Arif, in a new book on the Kashmiri

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# Manage

How Bangalore Airport Excels Others



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Case Study Maruti's Manesha

Managing In Out of the M

Robert

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# Next

## ThoughtLeadership

# Measure or Die



Robert Kaplan is undoubtedly the reigning prophet of management by measurement and Indian business leaders had a rare opportunity to hear the 72-year old guru in Delhi recently at a FICCI – BIMTECH organized talk. Kaplan took them through the 30 year journey of how he had to improve his famous Balanced Score Card model of measurement at least three times to make it relevant. His method of collaborating with colleagues and with the industry through case studies to ensure freshness made him give a bold title to this talk – “Nothing So Practical As a Good Theory”.

While Balanced Score Card and Activity Based Costing have become near gospel truths, a big challenge of management by measurement is how to engage the whole organization in it for it to be effective. Answering a question of a journalist he said: “Often frontline employees or middle managers don’t understand what leaders communicate with them on high-level strategy and vision. A leader has to ensure that his employees understand the strategy better through measurable objectives so that it can be translated into local action.”

Excerpts from Kaplan’s ‘Reflections on 30 Years of Putting Innovative Ideas into Action’. Professor Robert S. Kaplan is Marvin Bower Professor of Leadership Development – Emeritus, Harvard Business School.

www.thoughtleadership.com

## ThoughtLeadership

Concluded that the executives were correct: business knowledge had become 3-5 years ahead of academic knowledge, and the gap widened each year. How could this be?

It was, these innovators fundamentally changed the way we should be teaching cost and management accounting: basically we were using cost accounting concepts that were five as of 75 years ago when they had been developed in the scientific management movement – mass production of standard products with high labor content, but cost accounting in the new Japanese management approach was now obsolete.

At this point, I did what any good academic would do: I wrote a paper for my academic colleagues, “Measuring Manufacturing Performance: A New Challenge for Management Accounting Research.” The first review I got back from the journal, “this paper is the worst I have ever read or reviewed; if the journal’s editor ever sends me another paper like this, I will resign from the journal’s editorial board and never review another paper for it again.” Fortunately, the editor – knowing who I was, trusted me enough to override the negative review, and published it. Four years later, it won my professional association’s “Outstanding Contributions to Accounting Literature Award,” the most distinguished prize of the American Accounting Association.

I also determined to get out of the dean’s job as quickly as I could so I could start to work on the management accounting implications of the new production paradigm – joined the HBS faculty in 1994.

What’s the part of all this? Often (not always), the most innovative ideas and practices arise first in business, not in a university or a business school. Business faces continual competitive challenges, and somewhere, within that big sector, there are brilliant ideas and innovations. I wanted to get to a business school that would put me close to business and an ability to identify and assess the most innovative businesses in the world. I redefined my job description, as an academic in a professional school.

1. Identify a major problem that pervades business that is currently inadequately addressed by contemporary business school teaching and research (why work on an unimportant problem, whose solution no one really cares about? And why work on problems that many academics are already pursuing – the “red ocean” – rather than the “blue ocean” where no other academics are working on?)
2. Identify a plausible solution in business that seems to address this problem; if you want to find out where the herd will be going, locate the lead steer, don’t choose, randomly, an animal in the middle of the pack.
3. Study the solution, write and teach it.
4. Return to industry to put the idea back into practice.

*A leader has to ensure that his employees understand the strategy better through measurable objectives so that it can be translated into local action*

Let’s see how this worked out in four different applications:

**Costing**  
1st project upon coming to HBS was a field study – go to US companies that were the most innovative in applying TQM, JIT, and CIM (flexible manufacturing, efficient batch sizes of 1); learn what new cost accounting procedures they had implemented to reflect these production innovations. This was to be a paper for a Manufacturing Colloquium, part of HBS 75th anniversary year. Came back from multiple field trips depressed and discouraged. The innovative companies were using the same cost accounting as if they were still mass producing standard products

for inventory, rather than for individual customer orders. A complete disconnect between manufacturing and costing. I told the colloquium organizers that my paper idea had blown up. But then I decided, like Sherlock Holmes, that the most interesting aspect of the case was the Dog that did not Bark; that is, the cost accounting that did not change. That became the topic of my paper and soon the foundation for my first HBS article on “Yesterday’s Accounting Undermines Production,” which won one of two McGraw Awards that year for best paper.

Based on that paper, I co-authored my first trade book, *Relevance Lost*, this year we celebrate the 25th anniversary year of its publication. AAA recognized this book, in 2007, with its Seminal Contribution to Accounting Literature Award (award made every 3-5 years, for most influential paper or book, published at least 20 years earlier).

So my guru journey had been launched with **Step 1:** identification of systematic gap in management practice – along two dimensions, obsolete and distorted costing, and reliance on financial control systems that ignored improvements in quality, inventory reductions, and flexible manufacturing for customization.

**Step 2:** now required that I participate in solving these huge measurement gaps.

Fortunately, after publication of the initial HBR article, and teaching about the measurement gap in several executive programs, senior managers in several companies approached me with their attempted solutions to the problems I had been writing and teaching about. Now that I was at HBS, I could study their innovations with case studies (done with Robin Cooper) and teach about them in a new 2nd year MBA elective that Robin Cooper and I designed and taught.

Case studies at various manufacturing plants of Scovill Corporation, John Deere, Hewlett Packard, Siemens (Germany), and a Swedish wire producer led to the development of Activity-Based Costing.



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 football stadium. And no...  
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 decamp to Earl's Court has...  
 definitely closed. "We are...  
 and will submit a planning...  
 application in June," a...  
 source said yesterday.  
 Indeed it seems the win...  
 Lawrenson was wrong...  
 Although the line from...  
 "preference is to stay" at the...  
 Bridge, there is an...  
 acknowledgement that they...  
 are hemmed in by geography...  
 Standford Bridge to break...  
 even," chief executive Ron...  
 Gowling said. "Of course it...  
 would help if we had another...  
 15,000 or 20,000 seats but...  
 that's not the reason behind...  
 any move.  
 "We're always looking at all...  
 options. Some doors get closed...  
 and others open again. It's...  
 but like the manager says, it's...  
 looking for a premium. It's...  
 for the right premium for the...  
 club and the fans. If that...  
 premium doesn't come along...  
 we'll go down a different...  
 route.



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**Important Dates for DSAT**

Slot 1: 16th May 2015	Slot 2: 17th May 2015	Slot 3: 23rd May 2015	Slot 4: 31st May 2015
Slot 5: 6th June 2015	Slot 6: 14th June 2015	Last date for registration: 5th May 2015	

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<http://online.dayanandasagar.edu>

## Dayananda Sagar College of Engineering Tops the VTU Ranks in Karnataka



Lawrenson's rev owner, Capital announced its long-term master plan which includes the building of 7,500 homes and the regeneration of the 77-acre plot. And no doubt it seems the win decamp to Earl's Court has definitely closed. "We are pressing ahead with this plan and will submit a planning application in June," a source said yesterday. "It doesn't mean that Lawrenson was wrong. Although the line from "preference is to stay" at the Bridge, there is an acknowledgement that they are hemmed in by geography. "We don't need to break Stamford Bridge to break even," chief executive Ron Gowrley said. "Of course it would help if we had another 15,000 or 20,000 seats but that's not the reason behind any move. "We're always looking at all options. Some doors get closed and others open again. It's like the naming rights. It's a looking for a partner. It's not the right partner for the club and the fans. If that partner doesn't come along we'll go down a different route."





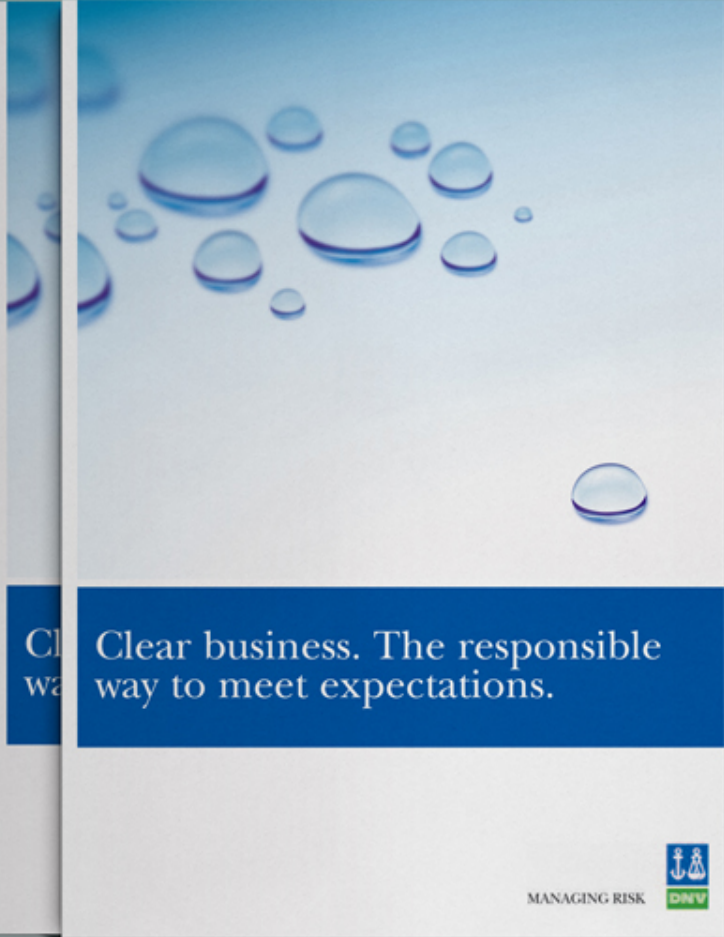
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# Sustainability Report

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**HOPKINS, SAMPSON & BROWN**  
REAL ESTATE ADVISORY SERVICES, LLC

# LAND INVESTING FOR THE THIRD GENERATION: FRAMING A 75-YEAR PLAN

A white paper from  
**Hopkins, Sampson & Brown Real Estate Advisory Services, LLC.**

Fall 2012

**Allan Peakes**  
Senior Vice President

**Christian M. Benedetto, Jr.**  
Director of Real Estate Services



...the uncultivated land has always been a source of opportunity for investors. Many select land to invest in because they have little or no other options. Those lands might seem like a good investment, but they may not be. In many cases, the land may be uninhabited for decades, but seventy-five years later, the value of the land could see huge appreciation in their values.

In recent years, the demand for land has been enormous," says a 1990 World Bank paper. "Compared to an average annual expansion of global agricultural land of less than four million hectares before 2000, approximately 55

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Land Investing for the Third Generation: Framing a 75-



Skaters with RFID-powered timing devices on their ankles at a marathon in Duluth, MN

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Fareed Zakaria @ Iris Fundraiser

### Note to Readers

Iris Insider, the in-house newsletter of Iris Software you are now viewing is the redesigned avatar of the former 'Communicate' newsletter, retaining the best parts of the old and breathing in some fresh air.

Contd. on Page 16



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## Best Practices for Smarter Office Communications Systems

White Paper: Spring 2014

By Christian M. Benedetto, Jr., CEO and Founder, Symphony Communications



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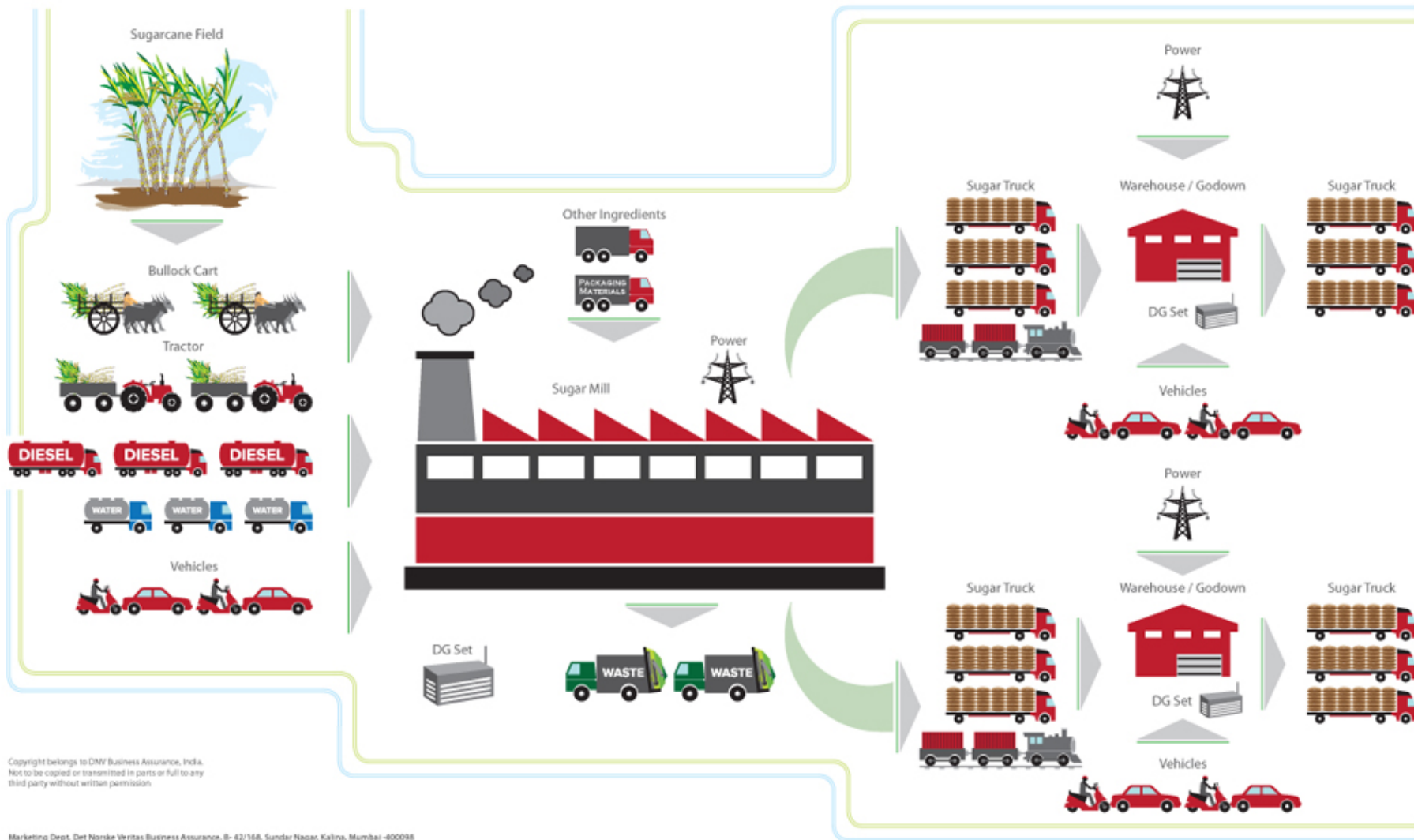
White Paper - Spring 2014



Illustration

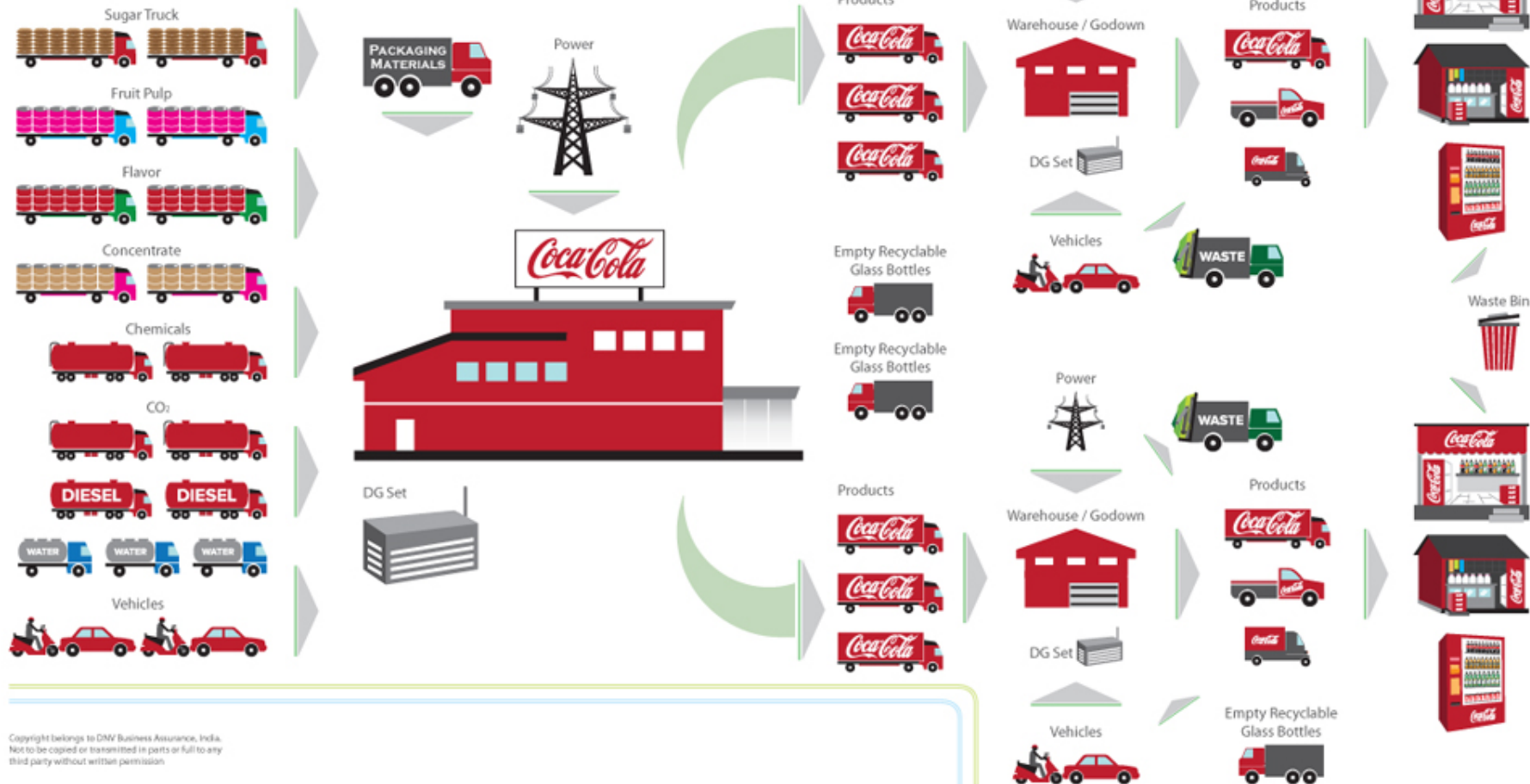


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After a long wait, Bengaluru finally has an Annual city marathon, which will take runners through important landmarks of the city. We believe this event will go a long way in further promoting running in the city and encourage a fit and healthy lifestyle.

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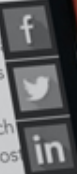
Enhancing business success with big data analytics

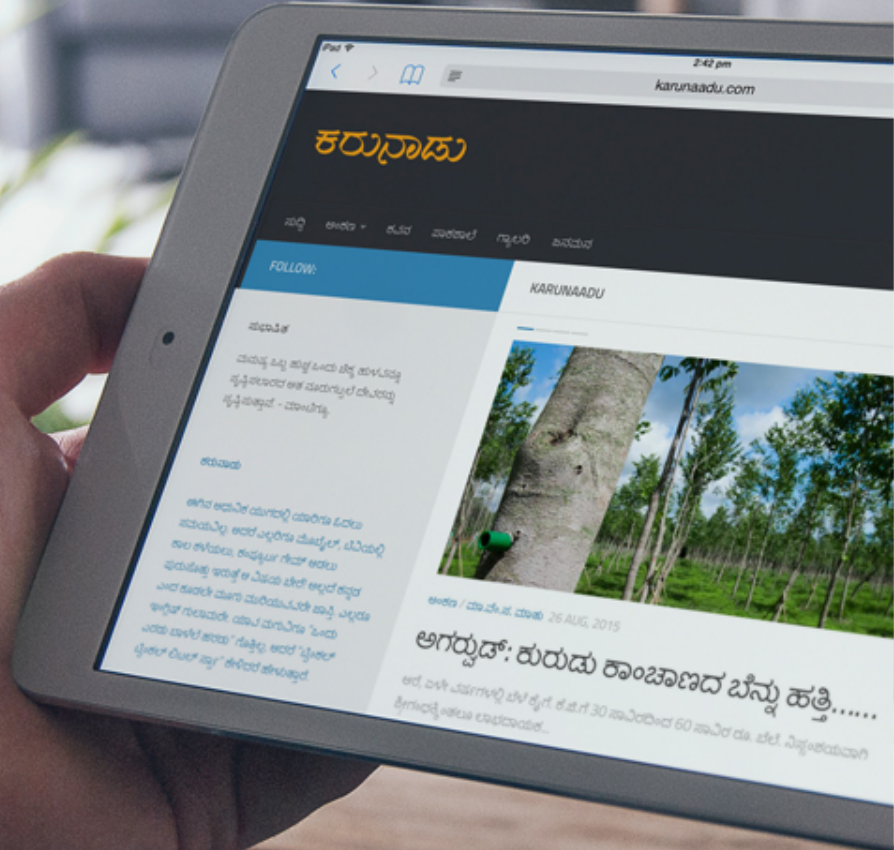
Adjudged as top 100 promising technologies by



## Smart Manufacturing - Telematics

Smart Manufacturing is about leveraging the volumes of data generated by various devices such as machines installed in industrial setups integrating with other data sources such as Procurement, Sales, Marketing, Finance, Cost Inventory, Quality, Support.





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- ▶ In case someone else is collecting your bib, please provide them with a copy of your ID card, confirmation receipt and letter of authorisation

**Expo Dates & Timings:**  
16 Oct - 1:00pm - 8:00pm  
17 Oct - 10:30am - 8:00pm  
18 Oct - 10:30am - 4:30pm

**18 OCT Highlights:**  
**RUNNER'S MEET (1:30pm - 2:30pm)**  
Interact with Adidas Athlete -  
**Halle Gebrselassie** at the Runner's Meet  
Meet the **ADIDAS PACERS (12:00pm - 1:00pm)**

Venue : **Sree Kanteerava Indoor Stadium, Bengaluru**

Title Sponsor



Running Partner



Online Partner



Timing Powered by



Hospitality Partner



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Medical Partner



Under the aegis of Karnataka Amateur Athletics Association

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In a time of tremendous change in the new 'flat world', business leaders need to look at new ways to differentiate their companies in order to remain competitive and to position themselves as market leaders.

Explore the power of space, newest trend for executives to drive innovation in the work place.

Haworth would like to invite you for an exclusive roundtable with your peers, to explore this new area of leveraging space to optimized effectiveness, linking to human capital, business objectives and goals.



**Kaj Helstrand**  
Director of  
Workspace Strategy

*Kaj Helstrand is originally from Denmark with a background in interior design and has worked in the commercial interiors and furniture solutions industry for almost two decades.*

Date: 11th September, 2013

Time: 6.00 pm to 7.30 pm

Venue:  
Haworth, # 522/2, 3rd Floor, White house, CMH Road,  
Indiranagar 1st Stage, Bangalore - 560 008.

**IFMA**  
International Facility Management Association

HAWORTH®

# SPACE

The New Executive Tool to Business Differentiation



**Kaj Helstrand**  
Director of  
Workplace Strategy



**Iolanda Meehan**  
Director,  
Strategic Services

In a time of tremendous change in the new 'flat world', business leaders need to look at new ways to differentiate their companies in order to remain competitive and to position themselves as market leaders.

**IFMA** and **Haworth** invite you for an exclusive roundtable with your peers, to explore this new area of leveraging space to optimized effectiveness, linking to human capital, business objectives and goals.

**11th Sept 2013**  
6.00pm to 7.30pm

**Haworth**  
522/2, 3rd Floor  
White house, CMH road  
Indiranagar 1st Stage  
Bangalore

RSVP:  
[maresh@ifma.org](mailto:maresh@ifma.org)  
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## ಮಂಡೂಕ ಪುರಾಣ ಭಾಗ - 1

BY SHRIPADA BICHCHUGATTI - AUG 17, 2015



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ಮಳೆಗಾಲ, ಹಲಸಿನತಾಯಿ ಹಪ್ಪಳ, ಬಿಪ್ಪಾ ಕೋಡುಳಿ,  
ಜೀರ್ಣಗುಟ್ಟುವ ಜೀರುಂಡೆ ಸದ್ದು ಇವೆಲ್ಲದಕ್ಕಿಂತ



12:42

Sidlaghatta News



ನರೇಗಾ ಯೋಜನೆ ಮುಖಾಂತರ ಗ್ರಾಮೀಣ ಪ್ರದೇಶಗಳ ಅಭಿವೃದ್ಧಿ

2015-08-26 12:00:29



ಕ್ರೀಡೆಗಳಲ್ಲಿ ಭಾಗವಹಿಸಲು ಪ್ರೋತ್ಸಾಹಿಸಿ

2015-08-26 09:59:14



ಪ್ರತಿಭೆಗಳಿಗೆ ನಿರಂತರ ಪ್ರೋತ್ಸಾಹವಿರಲಿ

2015-08-25 12:26:22



ದಾಂಪತ್ಯದಲ್ಲಿ ಪ್ರೇಮ ಮತ್ತು ಕಾಮ &#8211; ಭಾಗ 4

2015-08-25 10:24:08



ಸಮಾಜದಲ್ಲಿ ಸಮಾನತೆ ಇರಬೇಕು

2015-08-25 09:54:08



ಉರ್ದು ಶಾಲೆಯ ಮಕ್ಕಳಿಗೆ ಬಹುಮಾನ

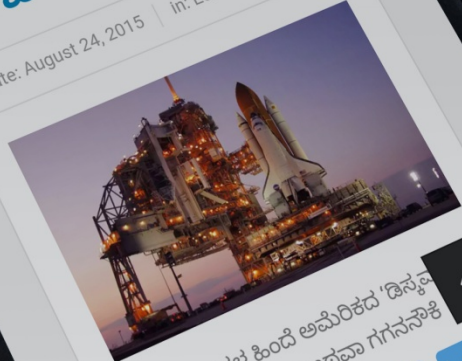




Home Education

# ಇತಿಹಾಸ ಸೇರಲಿರುವ ಈ ಬಾನಾಡಿಗಳು

Date: August 24, 2015 In: Education



ಕೆಲವು ದಿನಗಳ ಹಿಂದೆ ಅಮೆರಿಕದ 'ಡಿಸ್ಕವರಿ' ಚಂದ್ರನ ಸ್ಪೆಸ್ ಶಟ್ಲ್ ಅಥವಾ ಗಗನನಾಕಿ 'ಅಂತಾರಾಷ್ಟ್ರೀಯ ಬಾಹ್ಯಾಕಾಶ ಸಾಮಾನು ಸಂರಚನಾ ಮುಗಿಸಿ'



Search

Back to 3

MANAGER

Monthly Reason

Swipeable Horizontal?



TOTAL 8%

STRATE

STRATE  
+1%  
+3%

Answer?!

Carrier

8:08 AM



Login



RxCapture



User name



Password

LOGIN

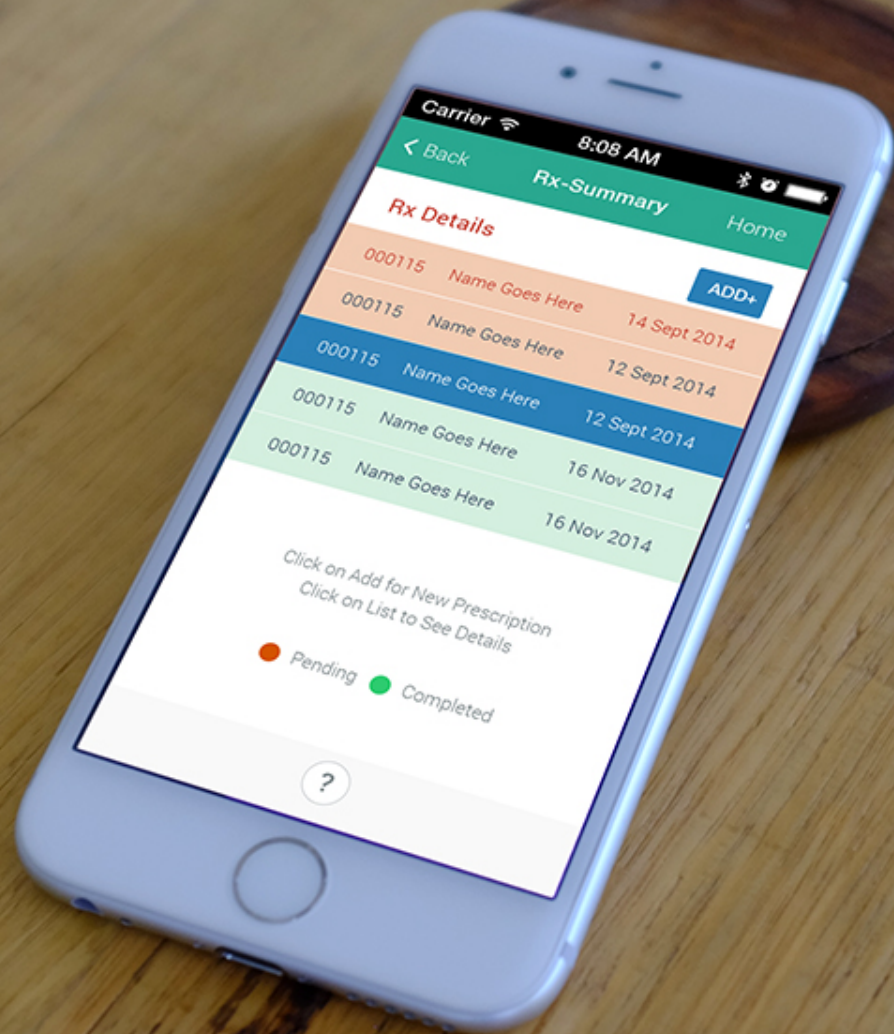
[Forgot password?](#)

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REGISTER







Carrier

8:08 AM

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Rx-Summary

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Rx Details

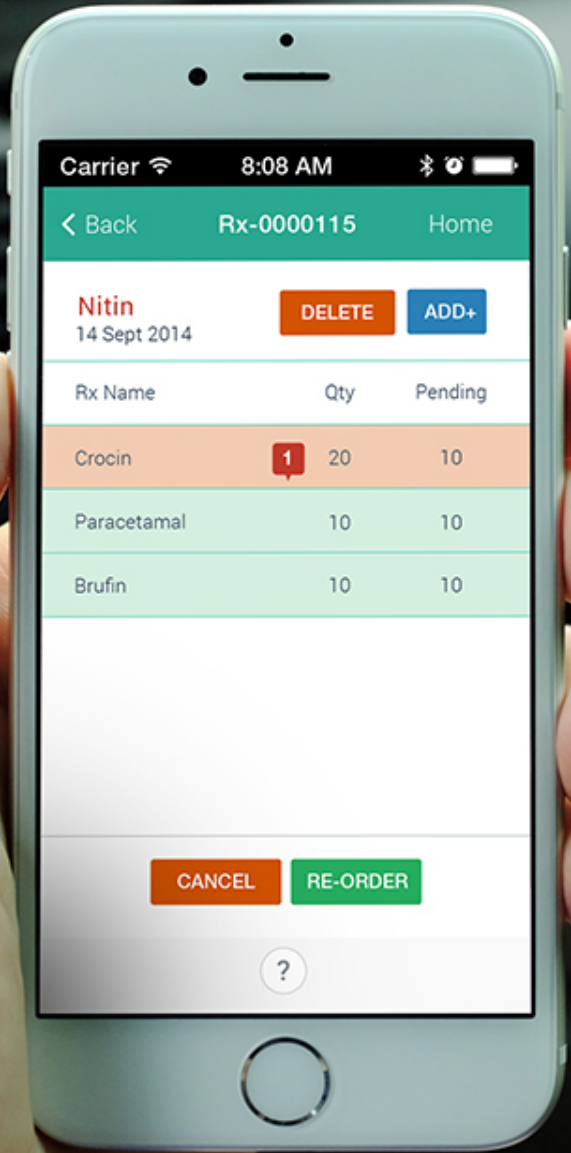
ADD+

000115	Name Goes Here	14 Sept 2014
000115	Name Goes Here	12 Sept 2014
000115	Name Goes Here	12 Sept 2014
000115	Name Goes Here	16 Nov 2014
000115	Name Goes Here	16 Nov 2014

Click on Add for New Prescription  
Click on List to See Details

● Pending ● Completed

?



Carrier 8:08 AM

< Back Rx-0000115 Home

**Nitin** DELETE ADD+  
14 Sept 2014

Rx Name Qty Pending

Crocin 1 20 10

Paracetamal 10 10

Brufin 10 10

CANCEL RE-ORDER

?

# Clients

**GVK**



*Coca-Cola*

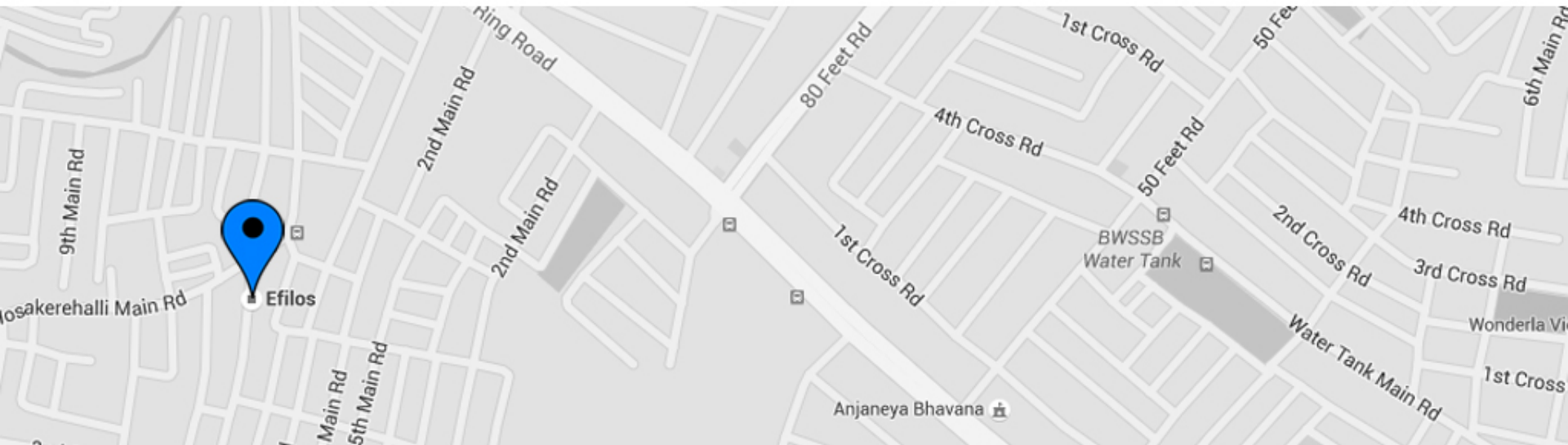


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