

Columbus

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The Knowledge Explorer



Nitin Nohria- Dean of Harvard Business School (HBS)



Nitin Nohria is currently the Richard P. Chapman Professor of Business Administration at the Harvard Business School. On May 4, 2010 President of Harvard University Catherine Drew Gilpin Faust appointed him as the 10th dean of Harvard Business School. His term will commence on July 1, 2010. He has taught there since 1988, and was also a visiting faculty member of the London Business School in 1996. He is the author or co-author of more than ten books about business. According to his faculty biography, his research centers on human motivation, leadership, and corporate transformation and sustainable performance.

Nohria earned a B.Tech in Chemical Engineering at the IIT-Mumbai, and earned a Ph.D. in Management from the Sloan School of Management at the Massachusetts Institute of Technology. He is a co-founder of The Smart Manager, Indian business & management. He is working in the World Economic Forum and the Aspen Institute to create a business oath, like the MBA Oath, that might be used globally.

Current Research- In Nitin Nohria's words....

Advancing Leadership: Research and Teaching

Despite the fact that most business schools' mission statement proclaim their commitment to developing leaders who can contribute in a meaningful way to the betterment of their organizations and society, research and teaching on leadership remains a fragmented and often marginal enterprise in most schools. This project is designed to stimulate research on leadership that is rigorous and relevant--advancing theory, teaching, and practice. It aims to mobilize a community of scholars and educators who are committed to advancing that state of research and teaching on leadership.

A Hippocratic Oath for Management

The conduct of doctors is guided by the Hippocratic Oath, which provides a normative framework that shapes their identity and orientation towards society. In light of the diminished public trust in business managers, is it time for management to embrace its own hippocratic oath that would spell out a common understanding of their role in society and the conduct expected of them

Leadership in Context

There is no single characteristic that defines great business leaders. There are many paths to success. We also find that leadership is context-sensitive; to be an effective leader in one era may be quite different from being an effective leader in another. This leads us to conclude that leaders need to have contextual intelligence--they must be able to sense changing contextual circumstances and the business opportunities and challenges they present.

Understanding Human Nature

Recent advances in biological sciences provide great insights into the workings of the human brain and thereby into human nature I propose a neo-Darwinian theory of human motivation based on four basic human drives that stem from our common evolutionary heritage as a species. These drives are: D1: the drive to Acquire; D2: the drive to Bond; D3: the drive to Comprehend or make sense of the world; and D4: the drive to Defend. We are now trying to test this theory through experimental and survey research. We are also searching for ways to test the theory more directly using the latest brain imaging technology.

What Really Works: Fundamental Drivers of Corporate Performance

Based on a systematic examination of over 200 management practices that have been hypothesized to influence corporate performance, we identify eight management practices that appear to be the most robust drivers of long term corporate success. We are now trying to test if these fundamental drivers are recognized by investment analysts and if they can prospectively help us better predict future corporate performance.

Globalization & Corporate Transformation in India

Political and economic reforms in India, which started in 1992, have led to a dramatic transformation of Indian companies. The first decade of this transformation focused on improving operational efficiency to rival world class competitors. Having proved to themselves that they can survive in a globally competitive arena, Indian companies are looking to the future with a new optimism. Their goals are now to unleash the latent demand in the Indian market (both in the burgeoning middle class and the huge pool at the bottom of the pyramid). Equally, Indian firms are looking to grow abroad, as the wave of recent global acquisitions attests. This research project aims to understand this new phase of globalization and corporate transformation in India

Globalization of Human Capital

One of the most significant dimensions of the current wave of globalization is the globalization of human capital. Whether it is low cost, skilled manufacturing workers in China, software and customer service professionals in India, or highly skilled employees in Eastern Europe, companies now have the ability to access new pools of human capital across the globe that can have a profound influence on their strategy and structure. The availability of a global pool of human capital also presents new challenges on how firms should organize themselves to take advantage of this opportunity. This research project aims to examine the evolving human capital strategies of firms from different parts of the world to study how they are responding to this important dimension of globalization. One aspect we are especially interested in studying is the mobility of talent across national boundaries within a company and the circumstances in which such mobility works more or less well.

Publications

Entrepreneurs, Managers, and Leaders: What the Airline Industry Can Teach Us About Leadership (2009); **Paths to Power:** How Insiders and Outsiders Shaped American Business Leadership (2007); **In Their Time** (2005); **What Really Works:** The 4+2 Formula for Sustained Business Success (2003); **Changing Fortunes:** Remaking the Industrial Corporation (2002); **Driven:** How Human Nature Shapes our Choices (2001); **Master Passions:** Emotion, Narrative, and the Development of Culture (2002); **The Arc of Ambition:** Defining the Leadership Journey(2000), **The Differentiated Network:** Organizing Multinational Corporations for Value Creation (1997, won the George R. Terry Award); **Fast Forward** (1996), **Beyond the Hype:** Rediscovering the Essence of Management (1994); **Building the Information Age Organization** (1994)

Nitin Nohria Quotes

- Communication is the real work of leadership.
- Enduring setbacks while maintaining the ability to show others the way to go forward is a true test of leadership.
- Great leaders are pragmatists who can deal with difficult realities but still have the optimism and courage to act.

Genepax's H₂O Powered Car from Japan

The car has an energy generator that extracts hydrogen from water that is poured into the car's tank. The generator then releases electrons that produce electric power to run the car. Genepax, the company that invented the technology, aims to collaborate with Japanese manufacturers to mass produce it. As per the claims it runs only on a 300W "Water Energy System (WES)" where WATER is the only FUEL.

Engine working

The basic power generation mechanism of the new system is similar to that of a normal fuel cell, which uses hydrogen as a fuel. According to Genepax, the main feature of the new system is that it uses the company's membrane electrode assembly (MEA), which contains a material capable of breaking down water into hydrogen and oxygen through a chemical reaction.

A Japanese venture company, Genepax, has unveiled a car on that runs on water. All it requires is a litre of water. In fact, any kind of water to be exact, whether its river, rain, sea water, or even Japanese tea. Its an electric powered car that runs solely on hydrogen dioxide.

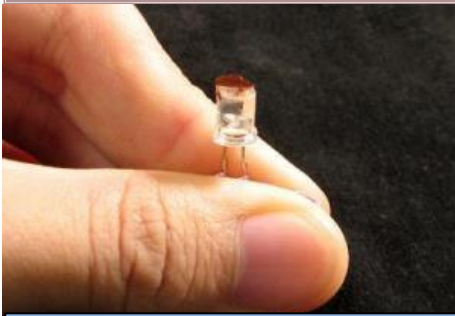
"The main characteristic of this car is that no external input is needed. The car will continue to run as long as you have a bottle of water inside for you to add from time to time," said Kiyoshi Hirasawa, Chief Executive Officer of Genepax, after he proudly announced the company's invention.

Once water is poured into the water tank at the back of the car, the newly invented energy generator takes out the hydrogen from the water, releases electrons and finally generates electrical power.

"We highly recommend our system since it does not require you to build up an infrastructure to recharge your batteries, which is usually the case for most electric cars," said Hirasawa, who is hoping to advertise the car in time for the upcoming G8 Summit in Hokkaido, Japan.

According to the company, 1 liter of water keeps the car running for about an hour with a speed of 80 kilometers or 50 miles an hour. The company has applied for a patent and is hoping to collaborate with Japanese automobile manufacturers to mass manufacture their invention in the very near future. As fuel prices continue rising and people look for greener alternatives, companies globally are trying to come up with alternatives.





Hundreds of separate spots on this flake of silicon can be engineered to change color in response to many different chemicals. By capturing the pattern of color changes using a new kind of supermacro lens, researchers plan to create a versatile sensor small enough to fit into a cell phone that can recognize a wide variety of chemical hazards. (Credit: Sailor Lab/UCSD.)

A tiny silicon chip that works a bit like a nose may one day detect dangerous airborne chemicals and alert emergency responders through the cell phone network.

If embedded in many cell phones, its developers say, the new type of sensor could map the location and extent of hazards like gas leaks or the deliberate release of a toxin.

"This technology could map a chemical accident as it unfolds."

In collaboration with Rhevision, Inc., a small startup company located in San Diego, Sailor's research group at UCSD has successfully finished the first phase of development of the sensor and have begun to work on a prototype that will link to a cell phone.

The sensor, a porous flake of silicon, changes color when it interacts with specific chemicals. By manipulating the shape of the pores, the researchers can tune individual spots on the silicon flake to respond to specific chemical traits.

Sailor said. "We have a set of sensory cells that detect specific chemical properties. It's the pattern of activation across the array of sensors that the brain recognizes as a particular smell. In the same way, the pattern of color changes across the surface of the chip will reveal the identity of the chemical."

Already their chips can distinguish between methyl salicylate, a compound used to simulate the chemical warfare agent mustard gas, and toluene, a common additive in gasoline. Potentially, they could discriminate among hundreds of different compounds

and recognize which might be harmful.

A megapixel camera smaller than the head of a pencil eraser captures the image from the array of nanopores in Sailor's chip.

To focus on the fine-scale detail in their optical array, the team uses a new kind of supermacro lens that works more like an animal's eye than a camera lens. The lens, developed by Rhevision, uses fluid rather than bulky moving parts to change its shape, and therefore focus.

"The beauty of this technology is that the number of sensors contained in one of our arrays is determined by the pixel resolution of the cell phone camera. With the megapixel resolution found in cell phone cameras today, we can easily probe a million different spots on our silicon sensor simultaneously. So we don't need to wire up a million individual sensors," Sailor said. "We only need one. This greatly simplifies the manufacturing process because it allows us to piggyback on all the technology development that has gone into making cell phone cameras lighter, smaller, and cheaper."

Sensitivity to additional chemicals is on the way. One of the top priorities for emergency responders is carbon monoxide, which firefighters can't smell in the midst of a sooty fire though it's deadly. Sensors on their masks could let them know when to switch to self-contained breathing devices, Sailor said. Similar sensors might warn miners of the buildup of explosive gases.

Adrian Garcia Segal, a graduate student in Sailor's laboratory, is leading the effort to develop the sensors. Gordon Miskelly, deputy director of forensic science at the University of Auckland in New Zealand developed the imaging array sensing methodology. Yu-Hwa Lo, professor of electrical and computer engineering at UC San Diego's Jacobs School of Engineering and founder of Rhevision developed the lens. Truong Nguyen, professor of electrical and computer engineering at the Jacobs School, is developing the computing algorithms to discriminate between different patterns.



Ratan Tata honoured with "Global Indian Award" in Canada

Tata Group chairman Ratan Tata is honored with the Chanchlani Global Indian Award by the Canada India Foundation at the third annual gala. Tata has been given the award for his leadership, vision and professional excellence. The award carries a special cash prize of \$225,000 and a citation.

The citation said: "On November 26, 2008, India as well as the entire civilized world was shocked by gruesome acts of terror in Mumbai that killed 173 people and wounding hundreds of others. One of the key targets of the attack was the landmark Taj Mahal Hotel, owned by the Tata Group. 'Mr. Tata's leadership in the aftermath of the terror attacks, particularly his commitment to the victims of the attack, has inspired people around the world.'"

आम्लेट

कोंबडीच्या अंड्यामधून
बाहेर आलं पिल्लू ;
अगदी होतं छोटं
आणि उंचीलाही टिल्लू !
कोंबडी म्हणाली, " पिल्लूबाय,
सांग तुला हवे काय ?
किडे हवे तर किडे,
दाणे हवे तर दाणे ;
आणून देईन तुला
हवे असेल ते खाणे !
पिल्लू म्हणाले, " आई,
दुसरे नको काही
छोट्याशा कपामध्ये चहा भरून दे ,
मला एका अंड्याचे आम्लेट करून दे !

- मंगेश पाडगावकर

Interesting facts about India

- The name 'India' is derived from the River Indus, the valleys around which were the home of the early settlers. The Aryan worshippers referred to the river Indus as the Sindhu. The Persian invaders converted it into Hindu. The name 'Hindustan' combines Sindhu and Hindu and thus refers to the land of the Hindus.
- Chess was invented in India.
- Algebra, Trigonometry and Calculus are studies, which originated in India.
- India has the largest number of Post Offices in the world.
- Ayurveda is the earliest school of medicine known to mankind. The Father of Medicine, Charaka, consolidated Ayurveda 2500 years ago.
- Martial Arts were first created in India, and later spread to Asia by Buddhist missionaries.
- Yoga has its origins in India and has existed for over 5,000 years.

QUIZ #44

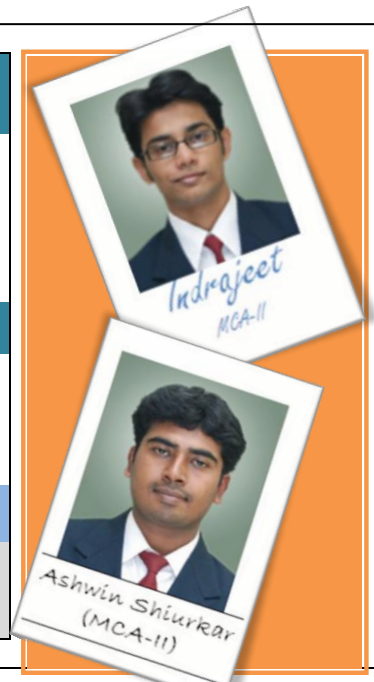
- 1 Which constitutes maximum share in power generation in India?
- 2 Which country is the largest exporter of Tea?
- 3 Which country having World's Largest Uranium Reserves?

ANSWER #43

- 1 The core business of the Kirloskar - Cummins group? = **Diesel Engine**
- 2 Which state is called the 'bread basket' of India ? = **Punjab**
- 3 Which IIM was set up with a grant from the Ford Foundation? = **IIM Calcutta**

Mail your comments/answers: mailtocolumbus@gmail.com

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QUIZ WINNERS

