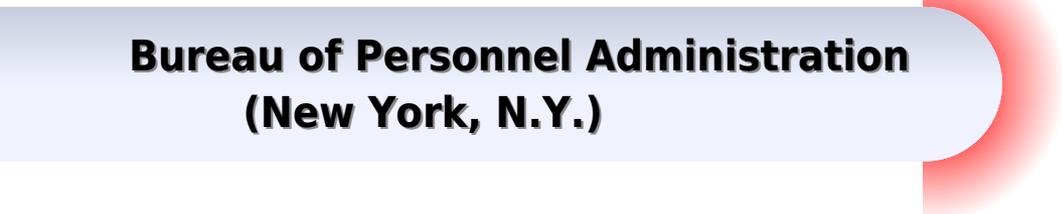




**Developing Manager Superstars:  
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# Developing The Manager As A Helper

**Bureau of Personnel Administration  
(New York, N.Y.)**



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helping model they are able to improve their competence and confidence measurably      *Proceedings of the IEEE/ACM  
International Conference on Developing and Managing Expert System Programs* ,1991      *Town Development* ,1916  
Report on the Working of the Development Department ... Bombay (India : State). Development Department,1924  
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*Competence-Based Decision Support for the Offshoring of Automotive Product Development Processes to India* Sanket  
Bhatia,2011-05-09 Master s Thesis from the year 2006 in the subject Business economics Supply Production Logistics grade  
1 3 Hamburg University of Technology language English abstract The increasing importance of offshoring as a strategic tool  
for firms which possess substantial resources in high cost locations is reflected in the increasing quantity and value of work  
being offshored The offshoring of Automotive Product Development Processes generically called Automotive Engineering  
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Services ES activities to India is becoming increasingly important Of the 15 billion offshore ES market including automotive  
and other ES activities India claimed 12% in 2005 Experts claim that this value will increase to 40 billion by 2020  
representing a market share of 25% The increasing importance of ES offshoring is reflected in increasing investments and

acquisitions of Indian firms in this business area The dynamic situation being faced by firms wishing to offshore ES work to India necessitates a decision support methodology which was outlined in this work Introduction to Present Work The present project aimed to provide offshoring decision support to automotive product development firms located in Germany W Europe by answering the following two questions 1 Which process steps in the automotive product development process are best offshored Which process steps should be retained in house onshore 2 In case of offshore partnerships which criteria may be used to evaluate prospective offshore partners Offshoreability The offshoreability of an organizational process may be defined as the ease with which it may be offshored to another location without losing any of its value or efficiency Offshoreability thus depends on many factors the main factors have been summarized within this work The concept of offshoreability may thus be used to make offshoring decisions regarding the processes or process steps to be offshored to decide upon measures upgrades that may increase offshoreability and thus the benefit from offshoring and to decide upon factors which may be used to evaluate possible offshore partners India Rubber World ,1930 Motivation and Management Development Robert E. Tannehill,1970

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