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## Service Request Form
LIBQUAL+ Grant for LUMS Library

Gad & Birgit Rausing Library has been awarded a grant of US$3,200 by Association of Research Libraries® (ARL) for participation in 2015 LibQual+Survey. LibQUAL+ is a suite of services that libraries use to solicit, track, understand, and act upon users' opinions of service quality. The program's centerpiece is a rigorously tested Web-based survey bundled with training that helps libraries assess and improve library services, change organizational culture, and market the library services.

Opening of 1st ever Islamic Calligraphy Art Gallery held at LUMS

Pakistan’s renowned calligrapher and artist Mr. Saeed Ahmad Bodla has donated his prestigious Islamic Calligraphy Art to the Lahore University of Management Sciences (LUMS) and to acknowledge Mr. Bodla’s contribution LUMS has inaugurated its first ever art gallery in the name of Mr. Bodla “Bodla Art Gallery” in Gad and Brigit Rausing Library. Most of Mr. Bodla’s works are based on the verses of the holy Quran, painted on hard board with oil colours thinned with turpentine oil and kerosene. The colours are applied with oil colour brushes, palette knives, scraper sets and blunted needle.

LUMS Vice Chancellor Professor Dr Sohail H Naqvi inaugurated the art gallery. Director library Dr. Muhammad Ramzan, faculty and students of LUMS attended the ceremony. Recognizing Mr. Bodla’s achievements in fine arts and his generous donation to LUMS, he was awarded a commemorative souvenir.

Afghanistan Scholarship Programme Scholars to Join LUMS in 2015

The Lahore University of Management Sciences (LUMS) and the Government of the Islamic Republic of Afghanistan signed a Memorandum of Understanding (MoU) to establish the Afghanistan Scholarship Programme (ASP) on February 21, 2015, which was announced by H.E. President Mohammad Ashraf Ghani during his visit to Islamabad in November last year. Vice Chancellor of LUMS, Prof. Dr. S. Sohail H. Naqvi represented LUMS, while Ambassador of the Islamic Republic of Afghanistan, H.E. Mr. Janan Mosazai, signed on behalf of the Government of Afghanistan. Present at the ceremony were representatives of both sides. The Afghanistan Scholarship Programme (ASP) is an exclusive scholarship for talented Afghan students to study at LUMS in its graduate and undergraduate programmes. The ASP will provide scholarships to Afghan students who are admitted on merit. Speaking on the occasion, Prof. Dr. S. Sohail H. Naqvi stated, “This is a grand opening, expanding upon century’s’ old connections and trade routes. It is a showcase moment for the whole world to see how two neighboring countries can collaborate for betterment of each other. This scholarship scheme is extremely important as fresh new minds from Afghanistan will bring fresh concepts and challenges for our students and faculty at LUMS.” He added, “this is an opportunity to work jointly that will bring young students as Afghan ambassadors to Pakistan and when they go back to Afghanistan they will be Pakistan’s ambassadors in their own country.
This programme will bring the two countries together the way it used to be”. The government of Afghanistan has allocated an initial fund of 1 million USD for this program, which will be complemented by an additional amount of 2 million USD announced for the programme by the Government of Pakistan. LUMS plans to hold various marketing activities in Afghanistan to raise awareness of the programme. A “Summer Orientation Programme” will be organised for the ASP scholars to prepare them for regular classes at LUMS. An extensive “Faculty Training Programme” will be offered for ASP scholars of Graduate Programme during their stay at LUMS. The programme will commence from the Academic year 2015/16. LUMS is ready to welcome the first batch of students from Afghanistan.

Senator Chaudhry Aitzaz Ahsan Launches LUMS Law Journal

The launch ceremony of the LUMS Law Journal was held on February 19, 2015. The LUMS Law Journal is a peer-reviewed publication of the Shaikh Ahmad Hassan School of Law (SAHSOL) at LUMS. The launch event was a huge success with over 300 attendees. The participants included students, professors from both the law school and other departments from LUMS, practicing lawyers, civil court judges and retired Supreme Court judges. The chief guest for the ceremony was Senator Chaudhry Aitzaz Ahsan. He is currently the leader of the opposition in the Senate and has a number of publications to his name. The guest of honour for the ceremony was Justice (Retired) Aamir Raza Khan, who has been part of the LUMS law faculty since the inception of the law school. He is also the author of the much acclaimed commentary of the Civil Procedure Code of Pakistan.

Six Students Qualify for LUMS-FHJ Student Exchange Programme

Six bright LUMS undergraduate students have qualified for an exchange semester with the FH Joanneum University (FHJ), Austria under the LUMS-FHJ Student Exchange Programme. The programme offers an opportunity to study at the FHJ in Graz, Austria for the Fall Semester, 2015-16 (September 2015 - January 2016) or the Spring Semester, 2015-16 (February 2016 - June 2016). This year the selected students for this programme belonged to the Suleman Dawood School of Business (SDSB) and the Mushtaq Ahmad Gurmani School of Humanities and Social Sciences (MGSHSS). These students will apply to avail the Ernst Mach Grant, offered by the Austrian Ministry of Science and Research that enables full funding for exchange students from non-European countries to study in a full time programme at an Austrian University of Applied Sciences (Fachhochschule) for five (5) Months. The grant is most generous and provides for all living and travel costs. In the five years since the inception of this exchange programme, thirty two students from LUMS have qualified for the prestigious Ernst Mach Grant to study at FHJ.
Advancement in digital technologies has disrupted everything, including leadership styles, according to Barry Libert, Jerry Wind and Megan Beck Fenley. Employees want more ownership rather than to follow instruction; customers want to participate in the marketing and development process; and leaders are finding that open and agile organizations are able to maneuver more effectively than organizations where “all insight and direction comes from the top. In short, the autocratic Commander, whether brilliant or misguided, just won’t cut it anymore,” they write in this opinion piece.

History is full of great Commanders. The stories of General Patton commanding his troops before D-Day, Steve Ballmer yelling at his employees to “get on their feet” at a Microsoft event, and Jack Welch berating his people as he barked his orders “straight from his gut” are all well documented. These leaders accomplished great things and relied heavily on a “Command and Control” style of leadership. However, leadership preferences are evolving in parallel with a number of market and cultural shifts. Their successors, General Colin Powell, Jeff Immelt (GE) and Satya Nadella (Microsoft), as well as a host of other executives like Tony Hseigh of Zappos or Marc Benioff of salesforce.com, more often take on the role of Collaborator or Co-Creator, rather than Commander. And for good reason: These less autocratic leadership styles resonate with today’s empowered, connected and skeptical customers and employees — often leading to increased innovation, loyalty, profit and growth.

So what has changed in the last 20-30 years to require new ways of leading? Technological advancement has created a ripple effect that is transforming the market. Today’s digital technologies — social, cloud, big data analytics, mobile and the Internet of everything — have created new, intangible, sources of value, such as relationships and information that are delivered by new business models. Along with the new sources of value, customers and employees’ wants and needs have evolved as digital technologies have created new ways of interacting with businesses. Attracting, satisfying and retaining these connected and savvy stakeholders requires leaders to learn some new tricks — but there are rewards. Businesses and leaders that adapt to this new environment see economic payout with higher profit, growth and valuations, and more (see our earlier article in Knowledge@Wharton, Why Businesses Should Serve Consumers’ ‘Higher Needs’)

New Leadership Styles

So what is a leader to do given this new digitally enabled and hyper-connected environment? Employees and freelancers (such as Apple’s developer community) want ownership, impact and recognition, rather than to follow instruction.
Customers want to participate in the marketing and development process (witness how consumer/business relationships have grown on social media and the rise of crowdsourcing businesses like Victors and Spoils), rather than be told what they want and why. Leaders are finding that open and agile organizations are able to respond faster and more effectively to these developments than organizations where all insight and direction comes from the top. In short, the autocratic Commander, whether brilliant or misguided, just won’t cut it anymore. Leaders need a broader range of style options to match the broader range of assets companies are creating today.

In our business model research, based on financial data from the S&P 500 companies, we found that Network Orchestrators — companies that invest in intangible assets, like relationships with customers and suppliers (Facebook, LinkedIn, Airbnb, TripAdvisor) have the highest Multipliers (price to revenue ratios) at an average of 8x (more details here). These value premiums result from rapid growth and low scaling cost, as noted by Jeremy Rifkin in The Zero Marginal Cost Society. Further, we identified that the different leadership styles complement some business models and detract from others because each business model leverages different types of assets, which perform best under different leadership styles.

Since most companies are actually a composite of different asset classes and business types — for example, Nike manufactures shoes (physical), but also develops some software (intellectual) and is developing a network with Nike+ (network) — most leaders use several of the four leadership styles:
**The Commander** sets the goal and tells others how to accomplish it. This works well with machinery, which happily does what it is told, and with direct subordinates who prefer to simply execute. It is less effective with employees and customers who want choice and participation. The result in today's world is high marginal costs and little participation and buy-in. This style is most suited to the production of manufactured, commoditized goods as it is limited by the Commander’s vision and bandwidth.

**The Communicator** also sets a vision and a plan, but communicates it in order to inspire and create buy-in. This works better with employees and customers who want to at least understand where “the firm is headed.” It enables them to take action in line with the leader’s vision (it scales effectively), but it does not encourage innovation. This style is suited to services firms where all employees must work to fulfill the mission.

“Leaders need a broader range of style options to match the broader range of assets companies are creating today.”

**The Collaborator** works hand-in-hand with customers and employees (be they full time, part time or independent) to achieve the organization’s goals. As a result, it is empowering and enabling. This style taps into the innovation of people and drives the creation of new intellectual capital. Great examples are open innovators such as Victors and Spoils, a collaborative ad agency and Merck with its crowd-sourcing competitions.

**The Co-Creator** allows other stakeholders to pursue their individual goals in parallel with the goals of the organization. As a result, he or she drives both rapid scaling (due to the high level of participation) and innovation. This style is at the heart of network companies where value is shared by the company and the network participants, such as Airbnb, Uber and Innocentive.com.

The four styles are differentiated in terms of scalability — how efficiently they enable growth — and innovation — whether controlled by the leader or shared with stakeholders. Most leaders are already able to employ several styles effectively (although co-creation is still a rarity). However, using leadership styles effectively, in the proportion required today, and in the right situations, is tricky. Let’s take a look at how these styles were used by a great leader. Steve Jobs isn't often remembered for his collaborative, open leadership style, but a thoughtful review of his business choices and words reveals more flexibility:

**Commander:** Jobs often had a specific vision for design that he would insist on.

**Communicator:** Jobs's inspiring keynote presentations are legendary.

**Collaborator:** Jobs collaborated with others “to take music and sport to a new level.”

**Co-Creator:** Jobs eventually built a developer network that is unprecedented.

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Figure 3: The Four Leadership Styles
For Jobs, and for many leaders, co-creation can be uncomfortable. Given that network-based businesses are the most highly valued and profitable companies in today’s digital world, what does it take for a leader to co-create? Our answer: the ability to relinquish control and the willingness to share the value created with the crowd.

When Jack Dorsey and his collaborators developed Twitter in 2006, employees of their startup used it internally. As co-founder Evan Williams described it, “There was this path of discovery... Twitter actually changed from what we thought it was in the beginning.” They had no idea the role it would play in sociopolitical movements, pop culture and business until the network actually started using and forming it. Although it may be difficult for founders to allow the network to shape their creation, that is the path to creating the most valuable, and valued, tool.

The same is true for companies like Airbnb, Etsy and Uber that actually share revenues with their partners. Their business models depend on the enthusiastic engagement of their partners (hosts, creators and drivers). But these multi-billion-dollar start-ups are not the only companies that use this new leadership style. So do established companies like Visa and MasterCard, stock exchanges and those that rely on open-source development, like Red Hat Software. These businesses survive and grow because of the participation, co-creation and co-ownership of their members.

Generating More Innovation, Growth and Profit

If you are a leader of a traditional company or industry, you may be thinking that Co-Creators are great for digital start-ups, or even existing membership based businesses, but not really applicable to you.

We disagree. Our research and others suggests that in the digital age there is much to be gained by increasing your leadership skillset to include Co-Creation, even if you aren’t a network company:

- Allowing partners to share in the value creation and provide resources greatly reduces your marginal costs of marketing, sales and distribution — for example, the way Uber avoids buying cars and hiring employees with its partner network;
- Employees and customers who are co-creators — for example, those using Coca-Cola’s Freestyle machines to custom-make their own drinks — are more loyal and thus less price sensitive or likely to defect, improving customer lifetime value;
- Co-creation leads to an influx of new ideas by opening the organization to the innovative capability of external sources (a great example is https://www.innocentive.com);
- Co-creation builds a flexible and organic system that can more quickly adapt to market changes and new technologies (for example, Apple’s developer network can quickly jump on new trends and needs); and
- Co-creative business models are growing at faster rates, are more profitable and more scalable than those that rely on proprietary, in-house solutions and people (see What Airbnb, Uber, and Alibaba Have in Common).

In the end, the argument for leaders to co-create is an argument for profit, growth and value creation. Today, the most valuable assets are intangibles: relationships (with employees, customers and investors), knowledge (ideas) and people. The newest business model, Network Orchestration, taps into these “assets” at low or near-zero marginal cost of scaling, resulting in rapid growth, higher profit margins and, ultimately, greater investor returns.
Remember that your firm already has dormant networks of customers, employees and partners that want to share in value creation, and are already doing so with other firms. They are an enormous asset, but one that cannot be tightly controlled, even by the best executives. Only leaders who are able to relinquish some control and share the rewards will be able to access the value that these groups have to offer.

“Remember that your firm already has dormant networks of customers, employees and partners that want to share in value creation, and are already doing so with other firms.”

**Building Today’s Digital Leadership Styles**

Leaders who wish to add co-creation to their playbook should be guided by the following four guidelines:

**Understand your innate preferences.** Everyone is naturally inclined to a particular style of leadership. Assess your own capability with each of the four leadership styles. Take a test at www.digitalgrader.com/leadership-survey.

**Find mentors to support your development.** Seek out leaders with strengths in this new style of leadership. It is hard to change without support, and mentors provide external perspective and give practical ways to change your approach. Reverse mentoring, where younger employees advise the leadership, is also a great option for leaders coming up to speed on new digital technology and cultural shifts.

**Experiment with new business models:** Dedicate yourself and your team to regular exercises and workshops that hone your co-creation skills. Begin to experiment with co-creative, network businesses by investing some of your capital into business initiatives that require co-creative leadership.

**Create measurable goals for co-creation.** Successfully co-creating looks different than successfully commanding. Update your personal and leadership team objectives with appropriate indicators: customer or employee engagement, participation, loyalty and co-creation. It will keep you on the straight and narrow.

Remember, every one of us possesses a “portfolio” of leadership styles and each one has its place. A surgeon may be a Commander in the operating room, a Communicator with patients and a Collaborator when performing research. However, the styles that created value for many leaders decades ago are less effective with today’s empowered stakeholders — and since 95% of companies are not Network Orchestrators, we suspect that most leaders lack strength at co-creation. The digital, cultural and asset revolution provides a fantastic opportunity for shared success — increased growth and profit for businesses, and increased value for customers — but creating network-based businesses will require openness, adaptation and the development of new leadership skills.

http://knowledge.wharton.upenn.edu/article/the-right-leadership-style-for-the-digital-age/
Pakistan has been described by many as a garrison state, praetorian state, failed state, etc. to describe the role of the army and the failure of democratic institutions to take root. Some Pakistanis attribute the role of generals in politics to inefficiency, endemic corruption and institutional failure of the civil administration which were the reasons for sending four civilian governments packing between 1988 and 1999. Some argue that Pakistan’s emergence as a national security state provided a role for the army and explains its dependence on external aid to sustain economically. Its willingness to emerge as a frontline state in the anti-Soviet jihad and later in the war on terror has made many scholars to refer to Pakistan also as a rentier state. Its relationship with China and emergence of a security state revolves around the threat of India. In this book, T.V. Paul analyses unlike the states in nineteenth century Europe why Pakistan emerged as a warrior state. Author argues that while the Western European states set out for themselves twin goal of welfare and legitimacy; states like South Korea, Taiwan who also have existential threat managed to develop itself but Pakistan failed which the author attributes to geostrategic curse. The book is divided into eight chapters. The author analyses the evolution of Pakistan as a state, its security doctrine, its constant quest for parity with India and how its turbulent history gave to the emergence of a warrior state. Pakistan’s self-perception as a successor of the Moghul Empire, its self-assumed role as protector of largely Sunni Muslim interest has coloured its contest with India (pp. 25–26). The authors have compared other Muslim countries like Turkey, Egypt and Indonesia that in the past were ruled by the army with Pakistan to explain the trajectory of its evolvement as a warrior state. On the other hand, the author explains why states like Taiwan and South Korea which faces military threat managed to achieve significant economic development. Pakistan’s problem according to the author is that it could not develop indigenous sources to sustain its economy and depended on bailout packages of the IMF backed by the western fear of its collapse. The paranoia of the nuclear state hosting all kind of militant organisations going bankrupt has influenced the approach of the Western countries and Pakistan has successfully exploited these apprehensions for short-term gain. Its turbulent history has not allowed the country to build strong democratic institutions which the author has attributed to the role of military and its spy agency, the ISI. According to the author the dysfunctional social and political institutions have provided space to the growth of violent extremist groups (p. 35). The 2013 election was first political transition from one democratic regime to another through electoral process. The author in Chapter 3 argues that increased media scrutiny of the military for their acts of omission and commission has dented the coup making capacity of the military. However, the recent attack on Hamid Mir and subsequent clamp on Geo TV and the division within media on the issue also reflects that media scrutiny has no impact on the behaviour of the army. The ISI has been responsible for attack, intimidation, disappearance and in some cases killing of journalists. In Chapter 4, the author discusses Pakistan as the garrison state and argues ‘Pakistan’s warrior state has been deeply entrenched in the political, social and economic order of the country since 1950s’ (p. 70). Role of military has been decisive and democracy project has failed to take root as its external supporters have developed significant stake with the military. Army retains veto power with or without constitutional power, for example the now amended Article 58(2b). Hussain Haqqani describes this model as non-coup coup. Pakistan Army has moved from being ‘ruler type’ to ‘arbitrator type’ and many in Pakistan look at the military as a political alternative. There are several explanations for the evolvement of garrison cum hybrid democracy in Pakistan ranging from being a national security state, emergence of strong military bureaucratic institutions, role of a Punjabi dominated army which brings in its historical cultural dimension to bear on its attitude, powered by military Inc. coupled with civilian weakness and a middle class that is beholden to the military as the ultimate saviour of Pakistan. According to the author, Pakistan’s geostrategic urge of achieving parity with India driven by its quest for ‘territory, power, status and national identity’ (p. 95) is a major reason for its emergence as a warrior state. Pakistan posits itself as a successor of Moghul Empire and felt that the Muslims lost their power to the British. It has also inherited British strategic ideas that influence its approach to Afghanistan—its other neighbour.
The author in Chapter 5 explains how Pakistan’s relations with the US and China have helped it to maintain ‘truncated power symmetry with India’ (p. 95) and how its strategic location has become a curse that has not allowed it to pursue alternative security strategies or economic prosperity. Religion and politics has contributed to the emergence of warrior state. Islam as an identity has failed to bind disparate groups divided on ethnic and sectarian line. Author argues that economic development, equitable distribution of incomes could have served the cause of national unity better. However, leaders’ choice of using Islam has backfired. This is true in the case of all the rulers of Pakistan who used religion to suit their political purpose with varying success. According to the author, Zia’s Islamisation opened the flood gate of Wahhabi influence which has infiltrated madrassa education and provided scores of jihadis to be used by the ISI in its proxy war against India and Afghanistan. The country also emerged as a major hub of radical Islam and it is unlikely to be reversed anytime soon. Pakistan’s development as a warrior state has its own trajectory as the author explains in Chapter 7 where he compares it with three Muslim countries like Turkey, Egypt and Indonesia and two non-Muslim states like South Korea and Taiwan. However, it needs to be emphasised though there are some similarities between Pakistan and these countries but a major factor that defines Pakistan’s ideology and identity is in relations to India. None of these five countries have deep seated ideological rivalry that is rooted in two-nation theory. Where is the ‘Warrior State’ headed? According to the author it is trapped in the paradigm itself. Its war-making effort through conventional preparedness as well as using non-state actor has backfired on the country itself. Its ‘fear of India’ and ‘fear of losing control over Afghanistan’ makes its ‘insecurity a reality’ (p. 185). The author argues that trade and engagement with the adversary would ensure its economic security but the chance of the ‘warrior state’ to transform itself looks improbable. T.V. Paul analyses and persuasive arguments make the book a compelling reading. The book adopts an interesting framework of war and development analogy that helped in the transformation of European state to examine the case of Pakistan. It also compares Pakistan with other states both Muslim and non-Muslim states with similar strategic environment to explain why Pakistan followed a different trajectory and evolved as a warrior state. It is a must read book for those who have an interest in understanding Pakistan. While there is not much one can disagree with the author, the conceptualization of warrior state elicits some questions: how long a warrior state can pursue its geo-strategic role with borrowed money? Can the non-state actors fulfil the warrior states geopolitical ambition? Can the warrior state bear the internal cost? What happens to the security of the warrior state when its strategic assets become its security nightmare? While Pakistan is a rentier state to the US and China, it is a warmongering state than a warrior state to India and Afghanistan which tries to provoke its neighbours by sponsoring terrorism and testing their patience.
Political Change in Southeast Asia by Jacques Bertrand
Reviewed by Hussin Mutalib (National University of Singapore)

The primary objective of this timely book by Jacques Bertrand is to identify and analyse the forces that drive the imperative for political change in Southeast Asia. Bertrand highlights the principal sources of this change – namely, regime type, political will, nationalism, political institutions, and the extent of economic growth and democratisation. Impediments to the reform agenda are also underscored e.g. the lack of legitimacy, an incipient civil society, and the perennial issues of, among others, corruption, dynastic politics and praetorian influence. To the author’s credit, the above barriers to change and reform continue to be salient in today’s Southeast Asian political landscape. In perspective, similar themes have been explored by earlier scholars, such as Michael Vatikiotis, Damien Kingsbury, Jorn Dosch, Bobby Thomas and Yolanda Chin, and Donald E. Weatherbee. Serious analyses of political change in this region would benefit from a greater elucidation of other pertinent challenges. This would include analysis of the effectiveness of key political institutions in impacting reforms and the modalities of democratic experimentations, and how these vary across different countries. There should also be analysis of European colonial usurpation (i.e. by the Spanish, Dutch and British, and particularly its radical alteration of the traditional economic life of maritime states from being sea-based to land-based economies) and the far-reaching consequences it had in transforming post-colonial states. Finally, while theoretical paradigms about political change (e.g. by Scott, O’Donnell, Schmidt, Sidel and Kerkvliet) fit in well with the overall discourse, alternative theories accounting for the forces that resist change could also have been included (e.g. authoritarianism, clientelism, path dependency, consociational politics and plural society). All things considered, this book is a welcome addition to a theme that will continue to attract tremendous interest from scholars and observers of this region and beyond. Incorporating both country case studies and a broad, panoramic view of the region is indeed useful, as is the instructive introductory commentary to Parts I and II of the book. The author is evidently familiar with the culture, history, politics and economy of the Southeast Asian landscape and the domestic, regional and international factors that are driving change in the region. Overall, he has produced a generally well-argued and well-written narrative.

Routledge Handbook of South Asian Politics: India, Pakistan, Bangladesh, Sri Lanka and Nepal by Paul R. Brass (ed.).
Reviewed by Filippo Boni (University of Nottingham)

Drawing on contributions from 28 eminent regional experts, the Routledge Handbook of South Asian Politics, now published in paperback, provides a comprehensive and in-depth analysis of the main issues confronting contemporary South Asia. By examining the prevailing debates in the literature, the book takes into account the political trajectory of five independent South Asian states – namely India, Pakistan, Bangladesh, Sri Lanka and Nepal, with Bhutan touched on very briefly at the end of Chapter 9. The first part of the handbook thoroughly analyses the developments that led to the independence of the aforementioned states, thus outlining the role played by the local movements in the political processes occurring during the colonial era. As Talbot aptly remarks on p. 38, ‘contemporary South Asia is not fully explicable without reference to this past’. From Part III onwards, the focus of the analysis shifts to the post-colonial period, thereby looking at the evolution of political, social and economic structures in the countries under examination. Addressing crucial issues such as the role of the judiciary, language controversies, ethnic conflicts and the political economy dimension, this reference work provides the reader with a very informative and sound reading, complemented by a comparative section in which the authors further highlight the main differences and similarities across the region, primarily in terms of civil-military relations, corruption, radical and violent political movements, and international politics. The volume successfully manages to capture and outline, with analytical depth, the complexity of South Asia’s puzzling institutional and political developments. Each country’s individual political course is clearly addressed, also in a comparative perspective, from the very first pages. As the editor himself underlines, the volume ‘has been organised to encourage comparison’ (p. 1).
Despite the slightly uneven allocation of space to each country, where India sometimes overshadows the others, all the chapters work perfectly together in a coherent, well-articulated and systematic shape, always shedding light on the most significant dynamics underpinning the political evolution of the main actors in the subcontinent. This unique and wide-ranging volume is thus an essential read for students, researchers and practitioners who are interested in deepening their understanding of South Asian dynamics, presenting them with an exhaustive, comprehensive and well-rounded reading.
Reviewed by Ranald Michie

Observe the subtitle. This book is a detailed account of the relationship between India under British rule and the City of London as a financial center, through the prism of the India Office. Though David Sunderland occasionally discusses the wider perspective of what this relationship meant for both Britain and India, this is a small and tangential element in the book. Instead, he concentrates on mechanisms and details based upon a close reading of primary sources. As such, the book should appeal to those who wish to know more about the City of London as an international financial center between the mid-nineteenth century and the beginning of the Second World War, with special reference to India. This book is not, however, for a novice. Rather, it should appeal to those who are already specialists in those subjects. Even for those specialists, the book contains one serious flaw, and that revolves around the absence of a chapter dedicated to the impact of the First World War on the relationship between India and the City of London. Throughout the book are references to different ways that the First World War affected the relationship between India and the City and the consequences this had for the interwar years. Unfortunately, the author never brings together these disparate elements to produce a definitive assessment, leaving readers to make their own judgments. This is an opportunity lost because the material is there. The lack of a First World War chapter also undermines the narrative flow of the book because it is not always clear what the long-term trends in the relationship were, compared to the importance of an event of such magnitude as the First World War, and even one of more subsidiary significance such as Britain’s return to the Gold Standard in 1925 and then its departure in 1931. The various chapters can be grouped according to the themes in the relationship that they explore, once the book sketches in the structure of the India Office in London and its connections to the City. The first four chapters cover the issue of Indian long-term borrowing in the City of London. What emerges is how relatively unimportant was the London capital market given its global role. The focus of these chapters is twofold. The first is to explain why the loans were issued in London instead of India or, after the First World War, rather than New York. The answer lies in the level of demand, the terms and conditions obtained, and the facilities in place rather than any deliberate bias towards London. When conditions became unfavorable in London, as they did in the 1930s, the Indian government both repatriated existing sterling loans and switched to borrowing in India. The second focus is to detail the mechanisms through which the Indian government issued loans in London. There are highly technical descriptions of the rate at which new loans were issued and methods used to attract investors, which help to expand on what is already known about the depth and breadth of the City of London as an international capital market. After a chapter that investigates the India Office’s activities in the London silver market, especially a fascinating account of how it forestalled an attempted corner in 1912, the next five chapters cover the Indian government’s short-term borrowing in London. These include detailed descriptions of how money was transferred between India and London and the use of bills of exchange for this purpose. Given the seasonal nature of India’s exports, as they relied heavily on agricultural crops, it was a complex and difficult matter to balance outflows and inflows over the year. Furthermore, for the same reason, India’s exports were subject to annual fluctuations because of poor or abundant harvests of cash crops like cotton and tea. In addition, the failure of food crops, such as rice, could cause famines, affecting demand for imports and the need for relief operations. Both of these had significant effects on the need to move money between London and India, which had to be carefully managed. What emerges from these chapters is the complexity of intercountry transfers and the central role played by the City of London in the international payments mechanism before the First World War, despite the supposed simplicity of the gold standard. If these complexities were not difficult enough to cope with, the First World War and the subsequent periods of monetary instability made them even worse. However, the India Office acted not only as a borrower in the London money market but also as a lender, and the last chapter deals with this role, though many earlier chapters also refer to India as a lender.
The India Office maintained reserve funds in London to cover either potential demand or to await transfer to India, and the office actively managed these funds to generate a good rate of return while keeping them accessible. Loaning these funds brought the Bank of England into conflict with the India Office, as it was in a position to provide an alternative source of liquidity, including to the discount houses. The result was a growing dispute between the India Office and the Bank of England. This dispute is highly revealing as it details the conflicts inherent in the Bank of England at a time when it was both answerable to its shareholders and operating as a central bank. This book is a detailed research monograph that describes and analyzes the operations of the India Office in its relationships with the City of London’s capital, money, and bullion markets. Those with an interest in those subjects should read it.
Urban Megaprojects: A Worldwide View by Gerardo del Cerro Santamaria (ed.)
Emerald: Bingley, 2013; 400 pp.: 978 1 781 90593 7, £82.95/$154.95/e97.95 (hbk)
Reviewed by Anirban Pal, Portland, Oregon, USA

There is almost a consensus now among urban policy makers that cities can serve as engines of economic growth, alleviate poverty and be part of the solution to address global environmental challenges, and thus lead to a more broad-based improvement in living conditions. More controversial has been the issue of the extent to which largescale infrastructure and real-estate development projects contribute to such goals. This book addresses this theme by bringing together urban scholars from North America, Europe and Asia with an aim ‘to understand the causes and consequences of new scales and forms of territorial and spatial restructuring in the context of accelerated globalization by focusing on a diverse array of urban megaproject developments’ (pp. xxiv). This edited volume puts together a set of academic papers that are either individual case studies or comparisons of two or more case studies of projects loosely defined as ‘urban megaprojects’ (UMP). The editor uses the following definition of urban megaprojects: large-scale urban development projects that sometimes have an iconic design component, that usually aim at transforming or have the potential to transform a city’s or parts of a city’s image, and are often promoted and perceived by the urban elite as crucial catalysts for growth and even as linkages to the larger world economy. (pp. xxiv) The above definition sets the tone for the book that examines critically the forces of economic and cultural globalisation and the emphasis on economic growth. The megaprojects presented in the book are primarily driven by local and national elites. One common theme across the examples of urban megaprojects cited in the book is that in the absence of clear and transparent planning, the process of decision making relating to these projects are sometimes perceived as unfair to the ordinary people with no one to hold to account. ‘Virtually all UMPs examined in this book demonstrate that the development is being completed in several stages; thus the entire developmental process is compounded by many reversals, corrections, additions, and mistakes, which make any claim of transparency and accountability rather difficult to maintain in a larger context where public participation is not required in approval of major projects’ (pp. 320). Many of the chapters in the book discuss issues of conflict and grassroots resistance to such projects. ‘Conflict’ here refers to a broad category of issues between a variety of social actors and having different dimensions. In the three cases included in the book, conflict is shown to have the ‘potential to immobilise or at least substantially modify the development and construction of UMPs’ (p. 326). For instance, the chapter on Stuttgart 21 ‘fits the characterization of current-era megaproject development more generally: developed as a PPP, it tends to be oriented toward growth and competition rather than socially progressive ends’ (p. 259). The case also illustrates the nature of the opposition that has already succeeded in opening a fundamental public debate about the project and the trajectory of spatial and transportation planning and policy more generally. Several chapters also explore issues of architectural symbolism and iconicity and the role of spectacular design as a tool for marketing cities in the era of capitalist globalisation. ‘Representing architectural esthetics as a determinant factor in urban megaprojects does not respond to actual urban processes, but nonetheless, it has been the means for diffusing beliefs and behaviors among decision makers and provided certain actors with apparently favorable conditions (developers, pro-growth politicians, international cultural institutions, and, of course, star architects)’ (pp. 321–322). The cases (for example, Bilbao, Budapest, New York, Paris, Sao Paulo, Beijing, new towns around Seoul, etc.) are drawn from all major regions of the world with the exception of Africa. Not all chapters deal with megaprojects that are urban in scale. The chapter on the Afghan Ring Road Megaproject for instance, is a national project linking major cities in Afghanistan.
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1. **CIOs Have to Learn the New Math of Analytics**
   Today's data-driven business runs on the almighty algorithm. But if you're not careful, those geeky formulas can stir up legal and ethical trouble.

2. **Loyalty Club Uses Data Analytics to Send Pitches That Hit the Target**
   Club Premier uses a data mart and analytics to help partners send targeted promotional offers to the customers most likely to respond.

3. **When Backup Is a Disaster**
   Utility Company AMP overhauls a mishmash of backup and recovery procedures to create one coherent plan.

4. **Customers Should Be at the Center of the CIO's Agenda**
   CIOs should focus on systems that deliver a great customer experience at every interaction, according to Forrester Research analysts.

5. **California Firefighters Battle Blazes With Data From the Cloud**
   Crews on the ground use mobile devices to access digital images and data streams as they plan their strategies for responding to California wildfires.

6. **IT Is a Game-Changer for Tennis**
   Fans, players, sponsors and coaches all benefit from IT, says Lewis Sherr, chief revenue officer of the U.S.

7. **5 Things CIOs Need to Know About Hybrid Clouds**
   The definitions of 'hybrid cloud' may vary, but it's time to start planning the architecture now. It will require new ways of managing IT resources.

8. **CIOs: Get to Know Your Algorithms**
   Go have a friendly chat with your best data engineer, says Editor in Chief Maryfran Johnson. Then you'll understand why the almighty algorithm merits your attention.
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1. **The Trouble With Race**  
   Gideon Rose  
   Racial tensions have been at the center of American political debate recently, but the story of racial and ethnic division is actually a global one. So for the March/April issue, we did a deep dive into racial issues in comparative and historical perspective.

2. **Race in the Modern World**  
   Kwame Anthony Appiah  
   Nineteenth-century intellectuals saw races as biological and political facts. Their twentieth-century successors rejected both propositions—but identities rooted in the reality or fantasy of shared ancestry remain central in politics, both within and between nations.

3. **Racial Inequality After Racism**  
   Fredrick C. Harris and Robert C. Lieberman  
   What accounts for the continuity of racial inequality in a postracist America? The fact that an earlier era's racism was built into the structure of various economic, social, and political institutions, so that even their race-neutral operations today produce imbalanced outcomes.

4. **The Failure of Multiculturalism**  
   Kenan Malik  
   Multicultural policies accept that societies are diverse, yet they implicitly assume that such diversity ends at the edges of minority communities. By forcing people into ethnic and cultural boxes, they help create the very divisions they were meant to manage.

5. **Does Race Matter in Latin America?**  
   Deborah J. Yashar  
   In Latin America, questions about racial and ethnic differences used to be ignored or suppressed. Now they’re increasingly on the political agenda. Here’s how that changed.

6. **Apartheid’s Long Shadow**  
   James L. Gibson  
   Apartheid’s legacy of mistrust and prejudice has prevented South Africa from establishing a truly stable multiracial democracy. But increasing contact among the races and the emergence of a black middle class offer hope of reducing the role of race in national politics.

7. **Does Affirmative Action Work?**  
   Graham K. Brown and Arnim Langer  
   Across the globe, the lessons from affirmative action programs are clear: they can occasionally help in the economic sphere, produce mixed results in improving social cohesion, and are an unmitigated disaster when it comes to politics.
8. Energy’s Hottest Sector  
Gideon Rose  
Shale isn’t the only energy story of interest, nor even the only potentially revolutionary one. The electricity sector is quietly undergoing its own transformation, and it is likely to yield dramatic economic and social benefits.

9. Solar Power Comes of Age  
Dickon Pinner and Matt Rogers  
Solar power has been declared a winner before, only to flounder. But these days it is expanding faster than any other power source, with momentum that has become unstoppable.

10. Battery Powered  
Steve LeVine  
When it comes to energy, new technologies can upend the status quo almost overnight, surprising everyone. And just as the shale revolution, unleashed by fracking, has largely triggered the current oil upheaval, so progress in improving batteries could roil geopolitics and business in major ways.

11. Upgrading the Grid  
Brian Warshay  
The U.S. electrical grid has hardly changed since the 1880s, and its reliability, effectiveness, and affordability are increasingly being brought into question. To prevent disaster, regulators must abandon outdated electrical architecture and redesign the grid.

12. Power to the Poor  
Morgan D. Bazilian  
International donors have many compelling causes to choose from, but reducing energy poverty—a plight afflicting over two billion people—should rank among the very top. The poor need energy to alleviate all their other problems, from poor health to unemployment to instability.

13. Obama’s Libya Debacle  
Alan J. Kuperman  
The U.S. intervention in Libya was a complete failure. Libya has not only failed to evolve into a democracy; it has devolved into a failed state. Violent deaths there have increased, and the country now serves as a safe haven for terrorists.

14. China  
Andrew F. Krepinevich Jr.  
To deter Chinese expansionism, the United States must deny China the ability to control the air and sea around the “first island chain”—Japan, the Philippines, and Taiwan—and offset the PLA’s efforts to destabilize the region’s military balance.

15. ISIS Is Not a Terrorist Group  
Audrey Kurth Cronin  
ISIS may use terrorism as a tactic, but it is not a terrorist organization. Rather, it is a pseudo-state led by a conventional army. So the counterterrorism strategies that were useful against al Qaeda won’t work in the fight against ISIS.

16. Disrupting the Intelligence Community  
Jane Harman  
Ten years from now, the CIA’s primary mission will be covert action; the NSA will move away from collecting personal data; and traditional espionage—the use of spies to gather human intelligence—will become less valuable than open-source intelligence.
17. Syria's President Speaks
   The civil war in Syria will soon enter its fifth year, with no end in sight. On January 20, Foreign Affairs managing editor Jonathan Tepperman met with Syrian President Bashar al-Assad in Damascus to discuss the conflict in this exclusive interview.

18. The Resistible Rise of Vladimir Putin
   Stephen Kotkin
   Russian President Vladimir Putin’s vaunted “stability” has turned into spoliation. The methods he used to fix the corrupt, dysfunctional post-Soviet state have produced yet another corrupt, dysfunctional state—and unfortunately, there is no end to it in sight.

19. Can Economists Learn?
   Alan S. Blinder
   A recent book of essays by top economists suggests that many of the lessons of the 2008 financial crisis were ones that should have been learned long before the meltdown. The problem is that during good times, people forget.

20. The World According to Kissinger
   Wolfgang Ischinger
   With the existing world order under assault, Henry Kissinger still champions the traditional building blocks of the international system—sovereign states—even as he recognizes the rising influence of global markets and liberal values.

21. Class and the Classroom
   George Scialabba
   William Deresiewicz argues that elite American universities have abandoned the vital goal of enlightenment to focus instead on facilitating students’ careers, especially in finance and consulting. He’s right.
1. **The Age of Disbelief**
   It's an old but troubling phenomenon: Many of us reject the evidence that scientists painstakingly compile.

2. **Fleeing Terror, Finding Refuge**
   During his Out of Eden Walk, the author encounters throngs of desperate refugees escaping war-torn Syria.

3. **Luminous Life**
   For the Earth’s organisms known to make light, glowing has its perks and pitfalls.

4. **Two Cities, Two Europes**
   The euro crisis cast Berlin and Athens in opposing roles, with each resenting the other.

5. **End of the Earth**
   One man embraces the “polished white emptiness” of the Greenland ice sheet.

6. **The Refugee’s Voice**
   This month we chronicle the diaspora of Syrian refugees fleeing the horrors of a bloody war and IS terrorists.
1. **Oceans from the Skies**
   To discover the origin of the oceans, scientists are investigating our solar system’s farthest reaches and earliest moments
   David Jewitt and Edward D. Young

2. **Ebola War**
   How the largest outbreak on record jump-started the development of two experimental vaccines and a couple of promising treatments
   Helen Branswell

3. **Fantasy Island**
   Using the Pacific nation of Kiribati as a poster child for the ravages of rising seas is not only misleading, it may also be harmful
   Simon D. Donner

4. **Sound Bytes**
   Ears are such terrific pattern finders that scientists are using audio data to detect cancer cells and particles from space
   Ron Cowen

5. **Our Transparent Future**
   No secret is safe in the digital age. The implications for our institutions are downright Darwinian
   Daniel C. Dennett and Deb Roy

6. **Shock Medicine**
   Stimulation of the nervous system could replace drugs for inflammatory and autoimmune conditions
   Kevin J. Tracey | March 1, 2015 | 10

7. **The Microbes Within**
   Revelations about the role of the human microbiome in our lives have begun to shake the foundations of medicine and nutrition
   David Grogan

8. **Gut Microbiome: The Peacekeepers**
   Amid the trillions of microbes that live in the intestines, scientists have found a few species that seem to play a key role in keeping us healthy
   Moises Velasquez-Manoff

9. **Mental Health: Thinking from the Gut**
   The microbiome may yield a new class of psychobiotics for the treatment of anxiety, depression and other mood disorders
   Charles Schmidt

10. **Why Microbiome Treatments Could Pay Off Soon**
    Effective interventions may come before all the research is in
    Rob Knight
11. **The Gene-Microbe Link**  
Evidence that genes shape the microbiome may point to new treatments for common diseases  
Ruth E. Ley

12. **Microbiome Engineering**  
Synthetic biology may lead to the creation of smart microbes that can detect and treat disease  
Justin L. Sonnenburg

13. **The Diverse Microbiome of the Hunter-Gatherer**  
The Hadza of Tanzania offer a snapshot of the co-adaptive capacity of the gut ecosystem  
Stephanie L. Schnorr

14. **Shortchanged at Birth and Infancy**  
Modern assaults on the human microbiome may deprive some infants of coevolved microorganisms that shape their immune systems as well as lead to other developmental problems  
Martin J. Blaser

15. **Treasure Trove**  
The microbes that live in our gut could prove to be a fertile source for new antibiotics and other useful drugs  
Michael Fischbach
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