




Zia Yusuf

"SAP is one of the most networked organizations that I have been in." (Ted Sapountzis p.12). What does it mean that SAP is a "networked organization" ?

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What lessons are there for you, as you choose where to start your own career, from the case of Zia Yusuf?



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How did Zia Yusuf get the job at SAP? Who recruited him? What are the pros/cons of joining an organization this way?




What is SAP? What is ERP? What are the SAP main competitors? How large/complex are these organizations?

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Compare and contrast the pros and cons of the recruiting methods. Do you think the best way to recruit is through a job board? What are the pros/cons of this method? How do you think Zia Yusuf got the job at SAP? Who recruited him? What are the pros/cons of joining an organization this way?

What factors in Zia Yusuf's background made him successful at SAP? Do you think it was his skills, his education, his network, his connections, or any other particular factor? How many of the SAP employees and leaders that made them great are in "network"?



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What factors in a quality team helped Zia Yusuf be successful at SAP? Do you think these qualities / factors could be as helpful elsewhere, or are they particular for any of the SAP environment? How would the SAP environment and Zia Yusuf's that make them particularly "relevant"?

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How was Zia able to overcome any career stigma or setback from his first position in a unit, SAP Markets, that was a failure?



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In a company dominated first by technology and then by marketing and sales, Zia Yusuf has had a very successful career without, thus far, being in either one of these units. What advantages, and disadvantages, have his various organizational positions provided him? Make connection with the readings from Pfeffer's book.

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**Please reflect on the importance of
execution versus impression
management versus networking.**





**THANKS FOR YOUR
ATTENTION**

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