

AURORA'S JOURNAL OF MANAGEMENT

VOL - X

Issue - 2

Hyderabad

April-June, 2020

ISSN No. 2275-263X

RNI No. APENG/2012/44088

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Aurora's Business School
Hyderabad, INDIA

AURORA'S JOURNAL OF MANAGEMENT

April-June, 2020



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Aurora's Business School
Hyderabad, INDIA

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Every issue of the journal carries features comprising of research articles, book reviews and articles dealing with social, economic and political concerns which have direct bearing on business (for further details refer to Guidelines for Authors). Authors can submit their contribution under any feature mentioned above to the following address.

Aurora's Journal of Management

Aurora's Business School
Hyderabad, INDIA
Website: www.absi.edu.in

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ISSN No. 2278-263X

RNI No. APENG/2012/44088

Aurora's Journal of Management

is a quarterly Journal of the
Aurora's Business School,
Hyderabad.

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Manuscript

The Author should send three copies of the final manuscript. The text should be double-spaced on A4 size paper with one-inch margins all around. The Author's name should not appear anywhere on the body of the manuscript to facilitate the blind review process. The Author may send a hard copy of the manuscript to Aurora's Business School or e-mail the MS Word Document at ajm@absi.edu.in. The manuscripts should be submitted in triplicate and should have been proof-read by the Author(s) before submission.

The paper should accompany on separate sheets (1) An executive summary of about 500 words along with five key words, and (2) A brief biographical sketch (60-80) words of the Author describing current designation and affiliation, specialization, number of books and articles in refereed journals, and membership on editorial boards

and companies, etc. along with their contact information.

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The manuscript should not contain more than 4-5 headings. It is suggested that lengthy and verbose headings and sub-headings should be avoided.

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Acronyms should be expanded when used for the first time in the text. Subsequently, acronyms can be used and should be written in capitals only. Quotes taken from books, research papers and articles should be reproduced without any change. American English is recommended as compared to British English. Keeping the diversity of the readers in mind, it is suggested that technical terminologies should be explained in detail while complicated jargon may be avoided.

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IMPORTANCE OF NEGOTIATION IN MARKETING MANAGEMENT

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Abstract:

Mark MC Cormack, founder of “ International Management Group “, which is the world's largest sports and lifestyle management company, in his international best seller “ what they don't teach you at Harvard Business School”, explains many concepts for the students of management education. This article is the second one in the three article series. The first article dealt with how to 'read' people and how to use that knowledge to get what you want. This one highlights the problems of selling, marketability, stratagems involved in it and negotiating talent, for the benefit of budding business professionals. The author of this article is highly indebted to the writer of the book for enabling the former to enlighten the students of management education with the salient features of the master piece. Mark MC Cormack never attended any business management institution. But at HBS, the success story of his “International Management Group “is taught as a case study. His company has 3000 employees and 85 offices in 33 countries. The author of this article is highly privileged to abridge the views of the great management guru, for the awareness of future business leaders and entrepreneurs. This is nothing but a book-review, in short. Based on his own experiences and observations, he recommends many specific techniques which can be directly applied with immediate and tangible results. His voice is unconventional and harsh at times, but he never fails to impact our minds.

Key words:

Sales aptitude, intensive selling, fear of failure, positive motivators, instant gratification, persistence, timing opportunities, deadlines, predilection, positioning, candour,

Mark MC Cormack says that most people are born salesmen. Unconsciously, we employ many aspects of selling, the powers of persuasion, the art of negotiating. But when we enter the real world of business, a new factor emerges. It is that our powers of persuasion, our sales abilities are assessed. The real problems of selling have nothing to do with aptitude.

People hate to be imposed. They cannot agree with what they disapprove of. Intensive selling is not a problem but an asset. It is highly essential in the present age of modern communication and transportation. Effective selling is directly connected to timing, patience and persistence

and to sensitivity to the situation and to the person with whom we are dealing. We should believe in our product. We should feel that what we are selling is really right for the consumer, that it simply makes sense for this particular customer.

Fear of rejection

Fear is the biggest problem people have with selling. It is fear of rejection, fear of failure. Sales results are so tangible, so measurable that it is not possible to run or hide them. The fear of failure is probably one of the greatest positive motivators in business. It leads to desire for success.

Timing

Many ideas fail not because they are bad, nor because they are poorly executed, but because the timing is not correct. A good idea cannot be rejected simply because its timing is bad. It is because of economic reasons or other internal reasons. Timing itself is not pragmatic. It is not a precept that can be followed. But it is sensory signals that are picked up by brain and then applied to the selling situation. People who are gifted with an innate sense of good timing are most sensitively attuned to themselves, to their customers and to the selling situation itself.

The objective facts of a sale, its nature, its complexity, the customer, and the information you have gathered... can tell you most of what you need to know about timing. If the buyer does not know about your company, a sale will take longer. If he is not impressed with your initial presentation, it is better to exchange some ideas, before presenting it again.

The salesman controls the timing of a sale, but he takes his clues from the buyer. Then 'listening' bears the palm over 'talking'. You can pick up a lot of timing clues just by asking the right questions.

We are all pulled by the urge for instant gratification. Everything about the corporate environment seems to increase this urge. But people and events move at their own pace and almost never go according to our own time table. Business maturity is the ability to postpone instant gratification, to adjust our own timetable to suit others. Without the patience to wait and the persistence to go back again, any other insights into timing aren't worth very much. Ray Kroc, founder chairman of MC Donald's described:

**“Nothing in the world can take
the place of persistence.
Talent will not: nothing is more common
than unsuccessful men with talent.**

**Genius will not: The world is full
of educated derelicts,
Persistence and determination
alone are omnipotent.”**

We have to tune timing opportunities sensitively to their significance. And tailor them to our advantage. A contract is to be extended, renewed or renegotiated, when the other party is 'happy', but not when it is about to expire. We must take advantage of the bad timing of others. We must weigh the present against the future. Dates turn timing into concrete information. A calendar, in the hands of the right salesman, can be a potential sales weapon. When our timing is considerate, it should be used with extreme caution. A buyer should not be given a dead line as deadline is almost a threat. If a given deadline is extended, amended or ignored, it will lead to the loss of credibility, for the seller. The attention spans of busy people are very short. So the salesman should come to the point precisely. A patient hearing always pays more than relentless talking does. The best way to impress a buyer is to take half-hour of his time when he expects us to take an hour.

The use of silence in selling

There comes a point in any sales pitch where no one should be talking. It is difficult to get to the point, if we don't know when to be silent. Silence has many different applications. If you start listening attentively, you might learn something or you will have a chance to collect your thoughts. If silence is used tactically, it either allow the other person talk or forces him to talk. If you are seeking more information, or a different kind of information, we should ask for it, by remaining silent, we must state the positives and omit irrelevant or semi-relevant negatives, be ethical and moral, and be aware of the Joys of silence. Even a pregnant pause in selling is like finishing with a net. Once the sale is over, it is better to be silent than to praise the buyer's judgment. Sometimes it even backfires. The sale-understanding should be confirmed in writing so that the deal will end on a positive up-beat note of good feelings.

Marketability

Marketability is knowing what business you are really in and understanding the underlying perceptions that connect your product to the people it is being marketed to. One of the most subtle forms of marketability is building the perceptions into the product itself, of doing everything one can to make the product “buyable”. Marketability is different from marketing. It is also more active form of selling which is product oriented... features, functions, advantages etc. But understanding your product's marketability puts the buyer into the picture.

There are three fundamental selling truths. They are: 1) Know your product 2) Believe in your product 3) Sell with enthusiasm. Knowing your product means understanding the idea behind it, its purpose, how it is perceived. It also means understanding the image it is projecting. "The Device is complicated and difficult to use". When it was made to appear "user-friendly", its business prospects prospered. Any sales effort is based on overcoming objections. A good sales person does not convince a customer that his objections are not valid. He concentrates on altering his frame of reference sometimes the theory of relativity also functions in overcoming objections, making comparisons. For instance, purchasing a house. Compared to another house of your choice, in a less desirable neighbourhood, it seemed to be expensive. When compared to the prices, a decade back. But its price and all other aspects are justified, when compared to its resale value, to what you deserve etc.

Another noteworthy factor in marketability is the 80/20 rule: i.e., 80% of any business is done with 20% of its customers, who are most important to the company and to whom 4/5th of the time has to be focused, to impress them. Their interests, predilection and tastes have to be given top priority.

Companies can be ready just as people can. The way a company does business, how fast it has grown, the way it has chosen to position itself in the industry. The same approach of selling does not work for all companies. It should vary, from a mature, conservative one to a more aggressive technique, on par with the image of the company itself. In multinational companies, it is very difficult to figure out the decision making process, or any kind of central authority, with some mysterious consensus decisions seem to be made. But in most companies, the decision making process is discernible, even the names of the decision makers. Top executives are not always happy with their company's International operations. If something is achieved internationally, it will automatically lead to domestic opportunities too.

Positioning

In the business world, 'positioning' has many meanings. A product is positioned for the market place. Mark MC Cormack defines the term in somewhat narrow terms. He feels that positioning is a matter of determining what the customer is buying when he buys the product or service. It is basically a game of numbers, going from mass-affordability to elite Quality of luxury. A company has to figure out where it fits on its spectrum, where the biggest bulge of its buyers is. A good salesman can take 10 facts about a product. He stresses some and ignores others, and creates ten different impressions. Thus he is positioning the facts to get the desired response. Another type of positioning is done by reflecting them in such a way that it creates the desired perception. It is

done by beginning with the perception and working backwards. It involves transcending the facts, associating the product or service with positive, desirable values, which have little or nothing to do with the product itself. It is a sort of imaging.

Some stratagems

There is not only a right time but also a right place, to make a sale. Such stratagem is called placing. Sometimes a chance encounter at a non-business location can also present an opportunity for a sale. There are two pre conditions of successful sale effort. Firstly, we must find out what they want to buy. It is easier to sell someone what they want to buy than it is to convince them to buy what we are selling. Secondly we should find out who is the buyer. Every company has its system, procedures and hierarchal order for making decisions. It cannot be ignored.

People have a need, a right to say no. They feel smarter than the salesperson. But a few well placed NOs create the right environment for a 'yes'. So it is imperative on the salesman to find out which his or her would the clients don't like. One of the best sales approach is to expose a product to a prospective buyer and let the exposure speak for itself.

Art of Negotiating:

Negotiation is the last step in an ongoing sales effort. There are certain principles to carry out effective negotiation. What is it, precisely, that we are selling. What rights are you selling to the name and time and for what use is it meant? Then how long, which can be used to decline a work day, to 'forever'. Later comes the territorial aspect of the negotiation. Next is the exclusivity of the product, industry, territory, which is linked to other aspects of the negotiation. The last one is money, stocks, securities and other forms of equity.

Negotiation is more intricate and subtler than dealing with numbers in isolation very often, it is a good idea to let the other party take the first crack at the terms and numbers. Negotiation should not be confused as outlasting our opponent, to make him back down first. It is to reach an agreement that is mutually advantageous to both parties. To make it a clash of egos can only work against you. During negotiation controversial issues need not be raised. They have nothing to do with the deal being discussed or to the ongoing relationship. Always the feelings of the other party must be acknowledged. The conjunctive clause, which allows us to cancel out the first part of sentence, is a wonderful negotiating tool. People who have mastered the technique can do miracles in negotiation. They can easily turn it into a mutual relationship. Sometimes playing dumb is a negotiating technique and "I don't understand" is a legitimate negotiating response. The deal can be sweetened with things that can be more important to the buyer, rather than to the sales

person. Terms which have little or nothing to do with the deal at hand can do this.

Passing of time can also be one of the most valuable negotiating allies. Anxiety and the desire to get a deal, breeds hyper kinetic behaviour. The natural tendency to speed up the negotiation process has to be done away with. One should take advantage of it in others. Emotional control during negotiation is another warning factor. Anger, and similar strong emotions can be effective negotiating tools, but they should be used very calculatively, never as a reaction.

Candour, when properly used, is one of the most powerful and effective negotiating techniques. It not only brings back perspective, but also totally disarms the other party. To conclude, effective negotiation demands an absolute clarity of purpose, an ability to keep mentally focused on the ends, all the while discussing the means.

Source:

“Mark H Mc Cormack “; “What They Don't Teach you at Harvard Business School “Profile Books.

THE RIGHT POST- MBA/PGDM CAREER GOALS: A PERSPECTIVE

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Abstract

It is a fact that education teaches how to distinguish between good and evil, in one's life. An educated individual has to accept the former and face that latter boldly. After graduation, a right thinking student wants to get admitted into a prestigious business school he dreams it to be a place where people from diverse backgrounds with different career goals may thrive. A degree in arts, or commerce or engineering or in any other discipline does not suffice to fulfil one's aspirations. An MBA course or a PGDM course will rightly mould one's career as a business executive or a promising entrepreneur, to serve the society with one's professional competence. A student of management should demonstrate his aptitude and yearning for learning. By dint of the academic knowledge acquired at his B-School, he should be able to connect the industry realities with the concepts taught in the classrooms. He takes guidance from his renowned faculty. He avails himself of the opportunities of industry internship, provided his institute. After his MBA/PGDM the student has to lay down his career goals with meticulous care. This article focuses on the various avenues, opportunities and even road blocks in his way.

Key words

Business challenges, dynamics of management, deviation, significance, entrepreneur, employability, coveted, business culture, diversity of thought, participative leadership, smart thinking, crisis management, innovation, risk management, research strategies, analytical approach, reforms, quotient, inclusion, knowledge creation.

The immediate goal of an MBA/PGDM student is to master the employability and managerial skills. For this, he should put his intelligent and emotional quotient into constructive use. He has to participate in the creative process of knowledge creation, through collaborative research. Then he will get himself placed in a good corporate organisation as a business executive and prove his mettle as a leader. To achieve this, he should prepare the ground at his B-School itself, by acquiring the skills of strategic thinking which can leverage new technologies. He should acquaint himself with industry related reforms. He must be practically oriented and keep himself in pace with the contemporary global changes in the industry and be fit to meet the business challenges. He has to envisage a new to vision to study the various dynamics of management practices in the modern organisations. He has to master the qualities of smart leadership, doing

away with the age old traditional approach to management education. He must be well-versed in excellent presentation skills, analytical skills, problem solving techniques etc.

The student should not consider his B-School merely as a place of study, but as a centre of learning and development. He should perfect himself with the skilling, certification and add-on programmes offered at his B-School. After the MBA/PGDM course, he should further better his chances of employability. He should target the acquisition of skills like innovative thinking, data crunching, pattern understanding, crisis management and shrewd decision making. At the same time he should not compromise with professional ethics, in his making of a business leader. He should gain professional experience, by joining in a corporate organisation and work for 2 or 3 years. During this period he should inculcate strategic thinking, which can leverage the new technologies. He should acquaint himself with the industry related reforms. After achieving this, he should become a successful entrepreneur and provide jobs to some talented youth. He has to prove his mettle in the “Ease of Doing Business” by amalgamating technology and entrepreneurship and emerge as a technopreneur. He must keep pace with the global industrial changes and boost up the start-up eco-system in the country.

Personal attributes

To reach the post MBA/PGDM career goals, the personal attributes of the students also contribute a lot. Planning everything meticulously in every walk of life. Punctuality is the first concern and it is the first step towards a disciplined with in dealing things. Straight forwardness and outspokenness will enable him to take correct and quick decisions at the right time. One may wish to become popular but not by unfair means. He may feel tremendous pressure in reaching his goals, but feel immense pleasure too, to be the part of the herculean task.

Leadership in Business

In his vehement pursuit for leadership, the MBA/PGDM student, should study the personalities and careers of present and past business leaders of the industry and be motivated by them. The prestigious B-School moulds such business leaders, educating them in the core values of business making.

In his context, it is appropriate to remember Roberto C Goizueata, the founder chairman and CEO of the non-alcoholic Beverages giant, the Coca-Cola company. He led the organisation for more than one and half a decade, relentlessly, taking it to the zenith of brand value and brand responsibility. During his tenure, the consumption rose to four-fold growth and he succeeded in creating stakeholder's wealth to the maximum extent. This is called leadership in business. The

student should adhere himself to such leadership qualities like innovation, strong entrepreneurial spirit, digitalisation, market penetration and sustaining talented and passionate employees. He should cherish these attributes which make great leaders in business. They meet the ever evolving consumer profile and preferences and keep on innovating to offer high quality products. They will introduce the concept of guided entrepreneurship for the burgeoning young work force of the country. They will promote the 'digital-first' approach to enhance direct sellers productivity, engage consumers and strengthen the e-commerce platforms. They will be committed to offering a compelling employee value proposition to individuals who dare to think differently.

Leaders constantly develop and engage talent. They construct a learning architecture in their organisations which follows a differentiated approach to developing critical talent and ensure that the firm and the work force are both future proof. They give top priority to equal opportunities, diversity of thought, inclusion, fairness, trust, open communication and recognition and include them as the essential components of good business culture. They encourage transformational and participative leadership which lays focus on people, process and purpose. Getting motivated by such lofty business protagonists the budding management professionals & must challenge the status quo culture in their career and adopt an altogether cognitive and innovative approach. They have to pursue a culture of entrepreneurship and promote the consultative approach for problem-solving.

Recruiting and Networking:

The students of management education should keep these two factors too, as their post MBA/PGDM career goals. They should master the concept of social and professional networking, which is the need of the hour in business management. They have to gain a shrewd insight into people's management. They should acquire the power of observation. As business itself is the subject for them, they should know how to manage people, sell to them, work with them, get them to do what they want them to do. This is the virtue that provides them with subtlety. The more efficient they become in networking, the better their chances will be to understand people, to study how they react or respond, in almost any business situation. Thus they can create the right business impression, which is exclusively theirs and which is very crucial in one's personal and professional life.

As their post MBA/PGDM goal is to become a successful entrepreneur, they must be “recruiters”. They should learn how to recruit 'smart people '. Employees of a company are trusted by the management more than others, when their judgment and character are so solid. As loyalty is another form of trust, they have to recruit those who remain loyal to the organisation. They have to

recruit those who do not try to change the system but work through it. They must make the recruiters an effective and integral part of their organisation. They should master the techniques of recruiting people who perform beyond the job description. As most positions are 75% functional and 25% personal, they should prefer those who stretch the latter.

Another ideal post MBA/PGDM career goal is that the students have to achieve a whole level of personal dynamism in business situations which provide opportunity for them to see what is beyond the apparent situation. They should strive to 'build' a business, by committing themselves to quality. They should start with the best, learn from the best, expand slowly and solidify their position and horizontally diversify their expertise. They will have to be motivated by new challenges and to get their talent diversified in various branches of management. Moreover, they should inculcate good culture in good business. They should master the concept of teamwork, practically, by promoting co-ordination and co-operation among various departments of the organisation. They should expose themselves to a work environment which embraces different backgrounds and ways of thinking. They should share the best practices and job knowledge with their colleagues and enhance their vision of management. They should acquire excellent communication skills through which they will grow open and transparent, while expressing themselves.

Creating a recognition filled environment is also another post MBA/PGDM career goal. The future business leaders will have to launch a communication initiative to interact with their superiors as well as their subordinates. They should invariably make use of the latest technology to enhance their managerial skills and contribute some unimitable approach. They should involve themselves in the process of providing the right eco-system in entrepreneurship.

To positively impact the organisations and communities they serve, the future leaders should dwell upon the following points, as an integral part of their career goal.

1. What are the ins and outs of everyday business life, are they largely a self-learning process? are they possible to be taught by others who were already involved in the system?
2. How can we 'read' people and how to influence their reading and how to customise both to any likely situation?
3. Are there any techniques which can be directly applied with immediate and tangible results?
4. Can we break out of systems and challenge conditional reflexes, without being suffocated by policies?

5. How can we master real life experiences?
6. Do intellect and intelligence serve as substitutes for common sense?
7. What is the most important personal asset in business?
8. How can we 'perform' beyond the job description?
9. How can information be acquired without asking for it?

Through their unfailing zeal, commitment and thirst for quality, the business leaders of the future should serve the community by “wealth creation”. They should, as a part of fulfilling their social responsibility, take up some philanthropic activities and see that the fruits of their enterprise reach the lower strata of the society. Thus they should thrive in corporate governance and process centric administration. They should become the archetype of self actualisation and prove themselves as entrepreneurs, consultants and philanthropists.

The concluding part of the post MBA/PGDM career goals of the students of management education is very noteworthy. To become perfect and profound business leaders, they should cultivate a personality that excels others and makes them altogether different from the so called “status-quo seekers”. They should be attentive listeners. When they hear what someone saying in rapt attention, it has far greater business implications. The bottom line is that almost any business situation will be handled differently and with different results, by those who 'listen' and who does not. Moreover they must be “keen observers”. To maintain long term relationships with strong understanding, they have to form impressions based on what they have observed. Unless it is followed keenly, people's revelations will go unnoticed. Keen observation is quite contrary to hasty observation which ultimately leads to jumping to conclusions quickly. Almost any useful observation must be considered within the larger context of the situation. These two factors, listening and observing are to be taken into consideration to reach one's career goals. Future business leaders should 'deal' with their ego and that of others very carefully. Ego does not mean merely self consciousness or pride etc, as the very word's connotative meaning does. It is the difference between

1. Theory and practice
2. Wishful thinking and real life
3. The way things work and the way we would like them to work
4. What we learn and what we perform

If a thousand people are working in a company, thousand egos will be at work, each will his or her unique view of reality. The future business leaders should note that a person's ego, though an overbearing one may be their strongest ally. When someone's ego is involved strongly, he feels that he cannot psychologically afford to get a task done.

The last but not the least of the career goals is that they should be gifted with the attributes of common sense and sense of humour. Laughter is the most potent, constructive force for diffusing business tension John Kennedy used this trait to deal with the hostile press. It creates one of the most favourable long term impressions.

Though one may want to be a business executive or an entrepreneur, these career goals will not change. Thus they have to mould themselves as perfect individuals as well as professionals, keeping in mind that 'no man is perfect'. To conclude,

**“Everyone makes errors.
It's when those errors
are repeated, then it becomes
a mistake. You don't
have to be perfect, but you
should learn from your
imperfections”**

**DESIGN THINKING: A POWERFUL MEANS TO BRING ABOUT
A CHANGE IN ORGANIZATION**

**Dr K. Raghunaga Prabhakar, Director, Aurora's Business School, Hyderabad
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Abstract.

The communications revolution sparked by the internet has brought people closer together. It has given them the opportunity to share perspectives and create new ideas as never before. The sciences of Biology, Chemistry and Physics have merged in the forms of bio-technology and nanotechnology to create the promise of life saving medicines and wonderful new materials.

Now a purely techno centric view of innovation is less sustainable. Selecting from existing strategies is going to be outdated by the new developments. The need of the hour is new choices and new products which can cater to the needs of people, in the fields of health poverty elimination and education. We have to adopt new strategies with a difference and a sense of purpose. Our fresh approach to innovation must be powerful, effective, accessible .It must be integrated into all aspects of business and society .Design thinking offers such an approach. The writer of this article is highly indebted to Tim Brown, and his famous book “Change by Design”; for the valuable ideas offered by him. The article is intended to enlighten the students of management education in design thinking, to change their mindset, to suggest methods for designing everything, from a product to an experience, to a strategy, in an altogether different fashion.

Key Words

Innovation, empathy, shift to services, integrative thinking, fourth dimension, prototyping, abstract problems, efficacy, Nokia, global gaming, confrontation, human centered design, insight, mental matrix, design activism, global potential, altruism.

A genius mind forms the most brilliant ideas, which is the myth of innovation. Rigorous intellectual discipline creates innovative ideas. If you take a few break through ideas, like invention of a new bicycle, or formulating an advertising campaign, or a fresh treatment for diabetes, or chalking out a national programme to fight obesity..... all these do not emerge by chance. They occur by dint of studying and embracing the immediate challenges which we face around us, in classrooms, board rooms, labs, hospitals and in all the spaces in between . Tim Brown is the CEO of the globally renowned innovation and design firm IDEO. He wrote the international best seller, “Change by Design” He aims.

“Design is not just about creating elegant objects or beautifying the world around us. The best designers match necessity to utility, constraint to possibility and need to demand”

These design thinkers rely on rigorous observations. They keenly study how we use spaces and objects and services that can discover interesting patterns. For others things seem to be fragments. But these people synthesise new ideas out of those pieces. They possess the extraordinary capability of converting problems into opportunities.

Design thinking is the most powerful means applied to abstract, multi faced problems. It may be improving a guest experience at a hotel, as a part of hospitality management .It may be encouraging bank customers to save more , or rethinking global gaming or suggesting methods to conserve energy. It is applied in both public and private sectors, to address a wide range of issues and concerns, from the supply of hygienic drinking water in the third world countries to the improvement of efficacy of airport security and micro financing.

There are three phases in the process of design thinking. They are.

- 1. Inspiration:** The problem or opportunity that motivates the search for solutions.
- 2. Ideation:** The process of generating, developing and testing ideas.
- 3. Implementation:** The path that leads from the project room to the market.

Constraints make design happen. The best design is often carried out without quite severe constraints. Design thinking is based on the willing and even enthusiastic acceptance of competing constraints which can be best visualized in terms of three overlapping criteria for successful ideas. They are.

- 1. Feasibility:** What is functionally possible within the foreseeable future.
- 2. Viability:** What is likely to become part of a sustainable business models.
- 3. Desirability:** What makes sense to people and for people.

“A competent designer will resolve each of these three constraints, but a design thinker will bring them into a harmonious balance”.

Every organization is driven by its estimation of human basic needs and desires. They try to allure people to buy meaningless products destined for the local landfill. To quote victor papanek, who puts it rather bluntly.

“To buy things they don't need,
with the money they don't have, to
impress the neighbours who don't care”.

The primary focus must be on one element of the three constraints, rather than on the appropriate balance among them. Then it will undermine the very sustainability of the overall programme.

Problem to Project:

Designers excel resolving these restraints where as design thinkers try to navigate between and among them, creatively as they have shifted their thinking from problem to project. The project is the tool that converts an idea from concept reality. A design project is not open-ended and ongoing. It has a beginning, a middle and an end. The clarity, direction and limits of a well defined project are essential to sustaining a high level of creative energy.”The brief” is the classic starting point of any project. It is a set of mental constraints. It gives the project team a framework, some crucial benchmarks, stipulated objectives, price point, available technology, market segment etc. The creative capacity of any organization can be known by its 'smart' personnel, who are very active in each of the spaces of innovation, inspiration, identification and implementation. Such people have to fulfill identification and implementation. Such people have to be identified. They will confidently utilize their expertise beyond its limits. They form themselves into a inter disciplinary team rather than into a multidisciplinary team where there is collective ownership of ideas and everyone takes responsibility for them. They cultivate a culture which believes that it is to better to ask for excuse later rather than permission before, which rewards people for success but permits their failure. This leads to the formation of new ideas.

Peter Drucker's thought provoking epithet. “**Converting need into demand**”, has been the real inspiration for the designers. Simply it means figuring out what people want and then giving it to them. But it is not as easy as it seems. For this, we need to learn to put people first. This 'human-centered design' is very important to innovation. Basically people are ingenious at adapting to inconvenient situations. They are not even aware of the same. That is why traditional surveys fail to elicit insights into what people really want. The real goal is to help people articulate the talent needs which they may not even know they have. This is the task before the design thinkers. They focus upon three significant elements which reinforce with one another, in designing a successful programme. They are 1. Insight, 2. Observation and 3. Empathy.

1. Insight is learning from the lives of others. It is one of the key sources of design thinking. It is one of the key sources of design thinking. It can be obtained by going out into the world and observe the actual experiences of commuters, stakeboarders etc, as they improvise their way through their daily lives. Their actual behaviours can provide the necessary insight about their range of unmet needs. The evolution from design to design thinking is nothing but transgressed from the creation of products to the analysis of the relationship between people and products.

2. Observation in other words, is watching people don't do, and listening to what they don't say. Observation relies on quality, not on quantity .It will be sensible if a company can familiarize itself with the buying habits of people who constitute the core of its market because they will verify the validity of the given idea, effectively. Interestingly, companies which take design thinking seriously are taking up the most imaginative research in the behavioral sciences. Industry leaders use the insights derived from observations, to inspire future product offerings. It is our clients themselves who take the lead and provide clues as to where we might look for insight.

3. Empathy If we can connect with the people and observe at a fundamental level, it is called 'empathy'. It is the most important distinction between academic thinking and design thinking, whose mission is to translate observations into insights and insights into products and services that improve lives. To quote

“Empathy is the mental habit that
moves us beyond thinking of people
as laboratory rates of standard deviations”

But, even empathy for the individual, is not enough. The prevailing concept of the designers of markets remains the aggregate of many individuals. It rarely extends to how groups interact with one another. Design thinkers feel that the whole is greater than the sum of its parts with the growth of the internet; it has become clear that our understanding has to be extended to the social interactions of people within groups. It has further to be extended to the inter actions among groups themselves. Almost any web-based service, from social networking sites to mobile phone offerings to the vast world of online gaming is based on this principle. But cultures of human beings are very diverse. The 'unruly mob ' of the twentieth century has transformed into the “wisdom of crowds” of the present century. In this context the collective intelligence of people has to be unleashed to the full power of design thinking. A new and radical form of collaboration has to be invented.

To Quote:

“It is not about “us verses them”
or even” us on behalf of them”. For
the design thinker, it has to be “us
with them”

Structure, discipline and process

Every organization must have these three components through which it diffuses design thinking, to make their customers part of their experience. Irrespective of the nature of the problem a series of inputs have to be taken, analysed, to converge upon a single answer. This is called convergent thinking, which is a practical way of deciding among existing alternatives. Its objective is to multiply options to create choices like getting insights into consumer behaviour, alternative visions of new product offerings, or of creating interactive experiences.

Linus Pauling who won two Nobel Prizes says.

“To have a good idea, you must
first have lots of ideas”

To be precise, converge thinking makes choices whereas diverge thinking creates choices. But more choices means more complexity which leads to problems in controlling budgets and monitoring timelines. Divergent thinking is the route, not the obstacle, to innovation. The process of the design thinker should be a rhythmic exchange between the divergent and convergent phases. In the former, new options emerge, in the latter, it is just the reverse. Hence, eliminating the options, one should make choices on one side, continuous movement between divergent and convergent process, on the other. Between the analytic and synthetic, design thinking has to be based upon. The ground needs to be prepared. Our attention should be shifted upward from teams and individuals to companies, in the direction of moving from the organization of design to the design of organizations.

Tim Brown lists out six rules which apply to almost any field of innovation, which ensure that the seeds of individual creativity take root. They are

1. The best ideas emerge when the whole organizational ecosystem has room to experime
2. Those who are most exposed to changing externalities are the ones best placed to respond and most motivated to do so.
3. Ideas should not be favored based on who creates them.

4. Ideas that create a buzz should be favored.

5. The “gardening” skills of senior leadership should be used, to tend, prune and harvest ideas.

6. An over arching purpose should be articulated so that the organization has a sense of direction and innovators don't feel the need for constant supervision.

An Optimistic Culture

Optimism is the oxygen for innovation. Without it, the will to experiment will wither away. Individuals, teams and the whole organizations have to cultivate optimism, to harvest the power of design thinking.

Brain storming is a structured way of breaking out of structure. It takes practice. It is not necessarily the ultimate technique for idea generation. It cannot be built into the structure of every organization. But it becomes fruitful only when the goal is to open up a broad spectrum of ideas.

Visual Thinking takes many forms. It cannot be restricted to objective illustration. To draw an idea accurately, decisions have to be made which cannot be avoided by even the most precise language.

Prototyping is the willingness to go ahead and try something by building it. It is the best evidence of experimentation. It is not necessary to be an industrial designer to adopt the habit of prototyping. David Kelley calls it “thinking with your hands”. It is opposite to specification led, planning driven, abstract thinking. Its goal is not to create a working model. It is to give a shape to an idea to learn about sites strengths and weaknesses, and to identify new directions for the next generations of more detailed and more refined prototypes.

Organizations have to be redesigned to remain flexible, humble, relevant and responsive to the new global environment taking shape. Innovation is defined as “a good idea executed well”. Good ideas never gain traction, due to poor execution. The industrial revolution created a wholesome consumer society. Its advent standardised the products as well as their associated services. Consequently, it has brought wonderful benefits to society like lower prices, higher quality and improved living standards.

To conclude, the future business leaders will have to acquire the aforesaid skills and make use of them into all parts of organizations, into the highest levels of leadership.

Reference: “Change By Design”; Tim Brown with Barry Katz, Harper Collins publishers.

THE ART OF CONFRONTING REALITY: THE SECRET OF COURAGE AND CONFIDENCE

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Abstract

Human beings are always not flawless. They should know their limitations and accept them, which is the real source of empowerment. We should never hesitate to embrace our fears, faults and uncertainties. We need not run from, avoid painful truths. Instead we should boldly start confronting them. Then we gain the required courage and confidence which we seek constantly after. Many of us are so weak in mind that they can 'reject any thing. This makes our life miserable. Outspokenness and straightforwardness only can sustain us in our daily life. Mark Manson is a super star blogger who stole the hearts of millions with his popular blog. He corrects our delusional expectations for ourselves and for others. This article explains some crucial issues in personality development. The author of this article is highly indebted to Mark Manson, for his valuable ideas. As good personality makes good business leaders and effective entrepreneurs, The students of management have to master these traits, so that they can fulfill their social responsibility, without sacrificing the professional ethics. This article undoubtedly helps them overcome many obstacles in their path to success.

Key Words

Counter intuitive, subtle art, exceptionism, value of suffering, shitty values, overrated emotions, Fault fallacy, victimhood, self improvement, consumer culture, negative and positive experience. Surmounting, perseverance, adversity, frivolous cause, obligate, accountability, ultimate purpose.

Self improvement and success often go together. But we cannot say they are one and the same. Unfortunately we have been nurturing a culture which is based on unrealistically positive expectations to be happy, healthy, better than others, more productive and admired. But actually all the positive and happy self help stuff is fixing us actually what we don't have. This fixation on the positive only serves to remind us of what we lack, of what we should have been but failed to be. As the saying goes, "The smallest dogs bark the loudest", the secret of good life is not rejecting the more, it is rejecting the less. It is accepting what is true and immediate and important.

Anxiety Cripples

We get anxious about confronting somebody in our life. This cripples us much and we wonder why we are so anxiety-stricken. We become anxious about being anxious. It causes double anxiety.

The problem the society is facing today is the evils of consumerism. The social media propagates the theory, “my life is cooler than yours”. The present generation strongly believes that having these negative experiences like anxiety, fear, guilt etc is not at all desirable. If we study the below Quotation carefully, we can arrive at a logical conclusion.

“The desire for more positive
experience is itself a negative
experience and Paradoxically,
the acceptance of one's negative
experience is itself a positive
experience”

To put it in simpler terms, “Wanting positive experience is a negative experience, accepting negative experience is a positive experience”. The renowned existential philosopher Albert Camus opined that if man continues to search for what happiness consists of, he cannot be happy. Searching for the meaning of life itself is a futile attempt which makes our life not worth-living.

The best struggle in life

We have to learn how to focus and prioritize our thoughts effectively. Only our finely honed personal values can determine what matters to us and what does not. But it is not as easy as it seems to be. It needs a long practice and discipline to achieve. We face failure in it. But it is the only and worthy struggle we can undertake in our life.

There are 3 subtleties which clearly explain the concept of “not caring at all” or “Being Indifferent” or “not shaken by anything”. They are

1. It does not mean being indifferent; it means being comfortable with being indifferent.
2. Not caring adversities: It means not shaken by adversities.
3. Not with standing our realisation, we always carefully choose what not to care about.

If we are more selective about our rejections, we possess the virtue called maturity. One learns to only reject what is truly worthy to be negated. Mark Manson says in clear terms.

“You should think a little bit more clearly about what you are choosing to find important in life and what you are choosing to find unimportant”.

He aims that our theory of rejection or negation does not necessarily alleviate our problems. It is not greatness because greatness is merely an illusion in our minds, a made up destination that we obligate ourselves to pursue. Hence one has to turn one's pain into a tool, trauma into power. That is real progress. One has to learn not how to gain or achieve, but rather how to lose and let go.

The philosophy of Gautham Buddha

The great founder of Buddhism got his realisations through existential crisis and profound suffering. He found that life itself is a form of suffering. The rich suffer because of their riches. The poor suffer because of their poverty. Thus he shared his philosophy with the world that pain and loss are inevitable and we should not resist them. Problems never stop. They merely get exchanged and/or upgraded. Happiness comes from solving problems. The key word here is solving. If we avoid our problems, or feel like having no problems, we feel miserable. Likewise, If we have problems and cannot solve them, it is equally miserable. The secret of happiness is in the solving of the problems, but not in not having problems at all. It is a constant work in progress because solving problems is a constant work in progress. True happiness occurs only when you find problems you enjoy having and enjoy solving.

There are two ways how people reject things. The first one is “denial”. They deny that their problems exist. Thus they deny reality and lead a life of insecurity. The second is “Victim mentality”. Some believe that they can do nothing to solve their problems. Victims blame others for their problems. They lead a life of helplessness and despair. They try to suppress negative emotions. By doing this, they tend to deny many of the feedback mechanisms which will be helpful to solve problems. We should always remember that pain serves a purpose.

Happiness requires struggle. It grows from problems. When we are able to choose and manage our struggles, we can earn real. Serious, lifelong fulfillment and meaning. We are not all exceptional. Adversity and failure are useful and even necessary for developing a strong and successful mind. Self esteem is not how people positively feel about themselves. It can be measured accurately as to how people feel about the negative aspects of themselves.

Exceptionalism is tyrannical.

We may be exceptional at one thing. But we may be just average or even below average. It is a statistical improbability that any single person will be an extraordinary performer in all areas of life. Brilliant business people are often altering failures in their personal life. The pervasiveness of technology and mass marketing is accelerating the expectations of people for themselves. People do not become exceptional simply because they believe that they are so. On the other hand, they become so by dint of their obsession with improvement which stems from their humility that they are not that great at all. It is called anti entitlement.

Common values which create problems

1. Pleasure: Pleasure is the most superficial form of life satisfaction and therefore the easiest to obtain and to lose. It is not the cause of happiness, rather, it is the effect.

2. Material Success: Once we are able to provide for basic physical needs, the correlation between happiness and worldly success becomes zero. Material success should not be overvalued or prioritized over other values like honesty and compassion. People are measured by their character and behaviour only.

3. I am always right: When we feel like this, we are prevented from learning through our mistakes. We are devoid of new perspectives and empathise with others.

To Quote,

“The real knowledge lies in knowing
That we actually don't know anything”.

4. Positive attitude:- Robert Browning Screams!

“Let the optimists be burnt alive!”

Negative emotions are a necessary component of emotional health. But they have to be expressed in a socially acceptable way, in a way that aligns without values. When we force ourselves to stay positive all the way, we deny the existence of our life's problems; robbing ourselves of the chance to solve them and generate happiness. As sygmond Freud once said,

“One day, in retrospect, the years of struggle will strike you as the most beautiful”

Good Vs Bad values

Good values are reality based, socially constructive and can be controlled where as bad values are superstitious, socially destructive and cannot be controllable.

For example:- Honesty is a good value as it reflects reality and seeks the benefit of others. Popularity is a bad value. It is not based on reality. Innovation, vulnerability, self-defense, self respect, curiosity, charity, humanity and creativity are some more good values. Bad values include, manipulation ,violence, indiscriminate negation, feeling good all the time, not being alone, being rich for the sake of being rich etc.,

When we set some poor standards for ourselves and others, we can divert ourselves to the things that improve our well –being.

Be a better chooser:-

When we feel that we are choosing our problems, we feel empowered. When we feel that our problems are being forced upon us, we feel miserable. In spite of our awareness, we are always responsible for our experiences; which is inescapable. Even though we choose not to interpret events, it still is interpretation of events. Even a non-response becomes a kind of response. We take an active role in what is happening to us, within us.

What is Responsibility?

“With great power comes
Great responsibility”

This is true. But a better, profounder version will be

“With great responsibility
Comes great power”.

Accepting the responsibility for our problems is thus the first step to solving them. A lot of people never take the responsibility for their problems. They feel that such an attitude make them to be at fault for their problems. There are some problems that we are not at fault for, but still we are responsible for them.

Who are real victims?

The fault fallacy allows us to pass off the responsibility for solving our problems to others. The modern social media has made it easier. Public blame has become popular. The public sharing of injustices” invites more attention and emotional outpouring than most other events. “Victimhood Chic” is the order of the day. Anyone who is offended about anything feels as though he or she is being oppressed in some way and therefore deserves to be outraged.

Mark Manson minces no words when he says

“The current media environment
both encourages and perpetuates
these reactions because, after all,
it is good for business”

The media finds it much easier and more profitable to find something mildly offensive, broadcast it to a wider audience, generate outrage, and rebroadcast the same across the population so that another part of population is outraged. The problem is that this victimhood chic sucks attention away from actual victims. It is like the boy who cried wolf.

The inevitable part of democracy is that we have to deal with the views and people we don't necessarily like. That is the free society! But we should select our battles carefully. We should approach the news and media with a healthy dose of skepticism. We should not paint those who disagree with us. Mark Manson asserts:

“We should prioritise values of
being honest, fostering of transparency,
of welcoming doubt over the values,
of being right, feeling good and getting revenge”.

These democratic values are harder to maintain amidst the constant noise of a networked world. But we must accept the responsibility and nurture them. Even the future stability of our political system demands it.

How does this change come about

It is very difficult to convert from the age-old, traditional, fixed approach to life. There is no clear-cut answer for this. We should change that is all. In every moment of every day, we are choosing to say “no”. It is not easy because we are going to feel like a loser, a fraud, at the initial stage of our conversion. We feel nervous too. You will even freak out. These are all the side effects of changing our values, of changing the “negations”. But they are inevitable. Giving up a value we have developed on for years is going to feel disorienting; as if we don't really know right from wrong any more. Moreover, we feel like a failure. We have measured ourselves by that old values so far. So when we change our priorities and change our metrics, we fill fail to meet that old trusted metric.

To conclude, the students of management education, as they have to deal with men and matters differently, should note that studying is more important than partying, that getting married and having a family is more important than money. Their character will automatically reflect upon their business, their enterprise and their leadership.

Reference

Mark Manson: “The Subtle Art of not giving a F*ck” Harper Collins publishers.

**INSPIRING SOLUTIONS WITH GLOBAL POTENTIAL:
MEETING CORPORATE NEEDS**

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Abstract

This article presents some case studies which were fruitful by integrating various elements of design thinking methodology and coordinating them strategically. It also deals with applying the necessary framework to the problems facing business and society now. The Business world is at a very critical point. Rapid changes are occurring to force us to look not just to the new ways of solving problems but new problems to solve. Large companies are well-equipped to achieve break through from available markets. But unfortunately, there is no assurance of success due to technical virtuosity. It will be more sensible to make innovations from a customer-centric perspective. It will automatically lead to exploit available assets. The human-centric, desirability-based approach is the ultimate purpose of design thinking. That is why established companies like P & G, Nike, Con Agra and Nokia could not be over dependent on technology.

Key-words

Ergonomics, desirability, feasibility, viability, ways to grow matrix, strategic initiatives, workforce, to grow matrix, strategic initiatives, workforce, prototypes, caregivers, massive impact, Buyer's market, sellers market, core proposition, Rein figuring, non-hierarchical systems, Environmentalism, Global to local, icons, shepherding, incremental zone.

The example of Nokia

Nokia was started as a paper mill in 1865. Later it switched over to rubber, cables, electronics and finally mobile phones. Its top-notch industrial design kept it ahead of others. But the emergence of mobile Internet has changed the rules of the game. Nokia observed this. In 2006 it began to explore alternatives. It deputed Techno logistics. They studied and understood how consumers were communicating themselves. They found that people do not merely want to make calls, but to express their creativity, to discover new things and to share what they found with others.

Consequently, Nokia's design teams embarked on brainstorming, prototyping and exploring a variety of new ideas. They introduced new futures like mobile blogging, online gaming, photo sharing, location services and time management. Later a new service offering called "OUI" was announced which can be accessed through any of its multi media devices. Thus Design thinking has enabled Nokia to be a technology leader, which has reinvented itself as a service provider.

Innovation with a systematic Approach

In 1940, Great Britain organised a great exhibition called “Britain can make It”. It displayed how developed nations would take advantage of war time breakthroughs in everything, from electronics to ergonomics, to revive consumer demand. After the war, the initiative switched over to the private sector. Research and Development (R &D) labs began to flourish in every Industry. R & D innovations caused considerable results in the manufacturing industry. Later followed the computer and communications hardware, software applications and the Internet.

Small technology drive companies and innovation minded start-ups often have an advantage over larger businesses. The ultimate business model has to be determined by flexibility and adaptability. Google discovered the power of connecting search to advertising, only after a long time. The consumer-centered perspective should exploit the existing assets like.

1. Recognised and Trusted brands
2. Experienced customer service
3. Support systems
4. Wide distribution
5. Supply chains

The present MBA/PGDM Scenario

At present, the MBA curriculum at several Business Schools grapple with the theory and practice Innovation. The management graduates increasingly are drawn to the problems which are addressed by designers. In some prestigious institutions like Stanford, Hass and Rotman, the students directly work on design projects. Consequently, there have been a large number of business graduates who are trained for the unconventional practice of design thinking. They are able to arrive at design solutions which can benefit from the sophisticated analytical tools like discovery-driven planning, option and portfolio theory, prospect theory, customer lifetime value, which have evolved in the business sector.

The Nano example stands good for the evolutionary innovation which involves adapting an existing product which can be made at a lower cost and marketed to a wider population. Tata Motors' Nano Car is not at all a new or original automobile. The TATAs engineered a car with the features expected by customers most but a much lower cost. The car's two-cylinder engine is comparatively compact and lighter. Its electronic engine management system gets a mileage of 54 per gallon, Its emission too is very low. Its affordable price is poised to reach a market which was not accessible to the car manufactures previously.

The IDEO experiment

In 1980s the IDEO worked with ACER, the Taiwanese computer giant. The cultural mediator, Prof David Liang suggested.

“They liked the fish Next time
Give them the net”

Companies like Mc Donald and Motorola run internal universities, to train their own employees. TIM Brown's firm turned inward and set out to train companies in their own method of human-centered, design-based innovation. The P & G increased the number of design managers by 500%. In Kaiser Health Care, the IDEO conducted a series of workshops with nurses, doctor and administrators, which led to a portfolio of innovations.

A routine business culture can be transformed into innovation focused enterprise through the following activities, decisions and attitudes.

1. Workshops which expose people to design thinking
2. Pilot projects help market get its benefits.
3. Leadership focuses the programme of change.
4. Assembling interdisciplinary teams ensures that the effort is broadly based.
5. Dedicated spaces provide a resource for long-term thinking and sustained effort.
6. Measurement of quantitative and qualitative impacts lead to the appropriate allocation of resources.

If all these elements work together in co-ordination, the gears of innovation would turn smoothly. But it is a herculean task, as the real world challenges are complicated and diverse. Individual business units want immediate results and are reluctant to participate in system wide innovation initiatives.

The emerging Social-bonding: Products Vs Services

In spite of our being in the role of a customer or client, patient or passenger, we cannot be cool to be passive consumers. People's expectations are soaring high. Consequently, there has been a far reaching shift in the dynamics between sellers of products and providers of services and consumers. Consumers' demands are endless. They relate differently to brands. They look forward to participate in deciding what will be offered to us. They extend their relationship with manufactures, beyond the point of purchase. This change occurs at three stages.

1. Between “products” and “services” the line is apparently blurring.
2. From discrete products and services to complex systems, design thinking is being applied at new scales.
3. There is a notable recognition among manufactures, consumers and others that there are limits. The cycle of mass production and mindless consumption of the industrial age is no more. These trends evolve round a single, inescapable point. A new participatory social contact has to be formed in design thinking.

In fact, every product is a service. It implies a prior association with the brand that is connected to. It carries the expectations of the maintenance, repair or upgrade that will follow after purchases. In the process of innovation the manufacturers of office furniture, consumer electronics or sportswear are more active than those service businesses which are lagging behind in effective research and development cultures.

Here are some examples for the investments in innovation.

1. **Apple Inc** invests hundreds of millions of dollars every years in the design and engineering of new products.
2. **Proctor & Gamble** invests heavily in consumer centered innovation and design
3. **Toyota**, the world's biggest automaker is well-known for investing in process innovation to improve the quality of its manufacturing.

Before the home computing came into existence, systematic innovation was not existence, systematic innovation was not contemplated upon, even in the fields of retailing, food services, banking, insurance and even health care. After the advent of the Internet, It gained momentum. CiTi Bank was the forerunner in this regard when it installed networked ATMs in New York, in 1972.

This enabled customer to do banking on their own. Previously, there was direct interaction between the service provider and the service recipient. But now, a company is considered competitive on its ability to look after its customers. It led to the concept that the more premium a service, the more people were generally involved in delivering it. By 1990, Industry realised that technology has to be replaced and it is the people who will define the consumer experience. Consequently major companies like Amazon, Zappos and Netflix became established brands, from the stage of start-ups. But the fact that only technology has to improve the quality of people's experience. Otherwise, the past experience of the companies of industrial age will be repeated.

Past innovation is no guarantee of future performance. Netflix is a fine example for this. It rented DVDs via the Internet and delivered them by post. Thus it focused on building its core composition, secured a large customer base and sustained it.

Products become more like services and services become more like experiences. This change is gradual and certain to happen. Hence a systematic, design-based innovation, which engages both the employees and customers deeply, must be given top priority. In due course, Innovation labs will be seen in service sector companies like R & D facilities in manufacturing companies.

A Healthy Change

The open-source platform, Android now owned by Google is a fine example of a disruptive innovation which is poised to dislodge more established mobile phone services. All these examples prove that It is the direct engagement with people that causes success. The people may be customers, clients, and audience or website watchers. This notable shift, from a product-orientation to a service-one is the key factor behind the design thinking.

Tim Brown, the CEO of IDEO aims that he is proud of helping companies create better products which meet the needs of people and help humanise the technology. But he also admits that in this process they face unanticipated problems which damage to our culture, economy and environment. He minces no words when he says that often in our enthusiasm for solving the problems before us, we fail to see the problem that we create. In the procuring of raw materials to the disposal, there are certainly new opportunities for innovation. But we should reduce environmental impact and enhance the quality of life of the people.

Offering solutions to problems, like eradication of preventable diseases, disaster relief and rural education are not merely the duties of Charitable Foundations or NGOs. The companies are not soulless. According to C. K. Prahalad, a famous business strategist, the companies dare to approach the world's poorest citizens not as cheap labour, but rather as partners in creative entrepreneurship.

Organisations like Aravind Eye Hospital, IDE (International Development Enterprises) are making experiments with approaches that measure success not by profit, but by social impact. They are applying the principles of design thinking. The UNMDG (United Nations Millennium Development Goals) has set some priorities. They are

1. To enable the poor farmers to increase the productivity of their land through simple, low cost products and services.
2. To enable adolescent girls to become empowered and productive members of the community

through better education and access to services

3. To train and support community health workers in rural communities.
4. To find low-cost alternatives to wood-burning and Kerosene stoves in urban slums.
5. To create an infant incubator that does not need an electrical supply.

Coming down to regional issues

Design thinking in Education

Education is the only means through which a long term positive impact can be brought out in the society. Design thinkers have formulated some powerful methods, in this regard, for arriving at innovative solutions. Consequently, there has been focus on analytical and convergent thinking in education which makes the students believe that creativity is unimportant. It is the privilege of a few talented people. But the real objective must be to develop an educational experience that does not eradicate the natural inclination of the children to experiment and create.

One of the key concepts of design thinking is building on one another's good ideas. So a finite set of problems are to be focused on to make our successes more cumulative over time and place. Design thinking starts with divergence. It tries to expand the range of options but does not narrow them. It is integrative because it successfully balances the perspective of users, technology and business. It observes the behaviour of people and studies how the context of their experience affects their reaction to products and services. It considers the emotional meaning of things as well as their functional performance. It identifies the unstated, latent needs of people and translate them into opportunities. Thus it asks them the right kinds of questions, to determine the success of a new product or service.

To Conclude

Our knowledge networks should support 'inspiration'. It should stimulate the emergence of new ideas, besides stream lining the progress of existing programmes. We must observe even the ordinary things with meticulous care. These observations and ideas must be recorded visually. Life should be thought of, as a prototype. We should look for opportunities to turn processes into projects. Thus the students of management education can bring tangible outcomes.

Source

Mark Manson: “The Subtle Art of not giving a F*ck” Harper Collins publishers.

Call for Papers

Auroras Journal of Management (AJM) a quarterly publication of the Aurora's Business School, Hyderabad, India, is a journal addressed to managers in the industry, the government and nonprofit organizations. It aims at disseminating results of research studies that are of relevance to their jobs and capable of being applied at their work-place. AJM provides a combination of scholarly research papers and papers that are conceptual and application-oriented. It does not confine itself to any one functional area, but invites articles relating to all areas of management, marketing, finance, organizational behavior, and human resources, operations, etc. The journal also features articles on various sectors like industry, agriculture, banking, international trade, urban and rural development, public systems, and information systems cutting across functions.

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- Methodology, Findings, Analysis & Discussion
- Conclusion, Limitations and Recommendations
- References - Harvard or APA Style is required.
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- Margins: 1 inch or 2.5 cm.
- Font: Times New, 12 points
- Spacing: 1.5 between lines and 2 between paragraphs