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JUGAAD MANAGEMENT: STRATEGY OF SURVIVAL & SUCCESS – SSS

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Abstract

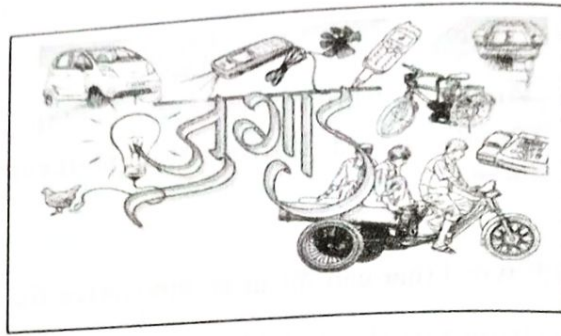
Jugaadis is a colloquial Hindi word that can mean an innovative fix or a simple work-around. It is much explicit street mechanics work around to create new things with meager resources for their livelihood and it is source of livelihood in the most of Indian families since they are not in position to fetch more lucrative job in the organized sectors or rather lack of job makes them to do something in the available resources to earn livelihood. In other words traditionally due to various facts and reasons of not getting means of earning, we use to take small work in the street and family business. Hence jugaad is the concept of survival tactics. In the western basically in America the concept of hack / kludge is very similar to jugaad but now a days, it refer to *intellectual art of form*. But originally it does the work to do what work to be done with conventional method of work (within available resources). Of late most of the Organizations increasingly accepting the 'Jugaad' as a management techniques and a form of frugal engineering, which pave way the roots for the innovation and development for the less investment/expenses. The knowledge society and high level of engineering & technology creating lot of innovations for effective, efficient and economical usage/utility, wherein the role of innovation is more crucial and significant. In this process simple innovative fix or a simple work-around in determined/planned direction is called intellectual and or jugaad in new form. Those days of meager resources for their livelihood since not fetching lucrative job in the organized sectors has gone but it is now more about less for more in technology and usage to survive in the competitive market.

Key words: Survival Tactics, Technology, Management Techniques and Frugal Engineering.

1. Introduction:

On a November, 2013 afternoon, a dozen executives from companies including investment banks Rothschild and Goldman Sachs (GS) and tech research firm Gartner (IT) ringed a conference table in a brownstone on New York's Upper East Side. They were there to learn how U.S. businesses could develop products more cheaply and quickly by *borrowing strategies from India*. Speaker Navi Radjou, who heads the recently formed Centre for India

& Global Business at England's Cambridge University, summed up his advice in one word: *jugaad*.



Source: Secondary Data

A Hindi slang word, *jugaad* (pronounced "joo-gaardh") translates to an improvisational style of innovation that's driven by scarce resources and attention to a *customer's immediate needs, not their lifestyle wants*. It captures how Tata Group, Infosys Technologies (INFY), and other Indian corporations have gained international stature. The term seems likely to enter the lexicon of management consultants, mingling with Six Sigma, total quality, lean, and kaizen, the Japanese term for continuous improvement. Like previous management concepts, Indian-style innovation could be a fad.

Moreover, because *jugaad* essentially means inexpensive invention on the fly, it can imply cutting corners, disregarding safety, or providing shoddy service. "Jugaad means 'Somehow, get it done,' M.S. Krishnan, a Ross business school professor. "Companies have to be careful. They have to pursue *jugaad* with regulations and ethics in mind."

Already, companies as varied as Best Buy (BBY), Cisco Systems (CSCO) and Oracle (ORCL) are employing *jugaad* as they create products and services that are more economical both for supplier and consumer. "In today's challenging times, American companies are forced to learn to operate with Plan Bs," notes Radjou. "But Indian engineers have long known how to invent with a whole alphabet soup of options that work, are cheap, and can be rolled out instantly. That is *jugaad*." Spreading the Word at the same time, a cottage industry has popped up to offer *jugaad* instruction. Prasad Kaipa, a former manager at Apple's (AAPL) in-house training university, uses *jugaad* in the courses he's teaching at Hyderabad's Indian School of Business. The University of Michigan's Ross School of Business, where Infosys' headquarters in India so faculty members can observe how Indian software companies come up with ideas. McKinsey consultants have begun talking up *jugaad* principles with clients, too. *Jugaad* has been a colloquialism for decades throughout India. Sandeep Vij, vice-president and general manager of Cisco Systems in Bangalore who heads a new unit that makes energy-monitoring systems, says a good example is an Indian villager who constructs a vehicle to transport goats and cattle by turning an irrigation hand pump into a makeshift diesel engine for a wooden cart. Ananth Krishnan, chief technology officer of Tata Consultancy Services. "The *jugaad* mindset is crucial. It's not just jargon." Putting *Jugaad* into Practice U.S. companies are starting to put *jugaad* into practice. At Best Buy's headquarters, in Richfield, Minn., Kalendu Patel, the retailer's executive vice-president for emerging business, is holding *jugaad* workshops to help store personnel and managers come

up with new products or services that could be added easily and inexpensively to generate more sales per store.

Among the ideas: home health-care equipment. Top executives at Cisco, which opened what the San Jose (Calif.) company calls a second global headquarters in Bangalore in 2007, are importing the Indian mindset as they meld teams of U.S. engineers with Indian supervisors. "The innovation agenda in India is affordability and scale," says Wim Elfrink, Cisco's chief globalization officer, who moved from San Jose to Bangalore in 2007. "People are masters of managing costs down, but not creativity. If Indian engineers find out an executive has an MBA, they will say, 'Unlearn, and observe.'" "The effort is beginning to show up in the marketplace. Last January, Cisco acquired Richards-Zeta Building Intelligence, a 21-year-old company whose software measures a building's energy usage through wall sensors and displays it via the Web. Although Richards-Zeta still is headquartered in Goleta, Calif., it has been managed from Bangalore, where Cisco's emerging technologies group researches real estate and energy-related software. The Bangalore staff approaches its work with a different set of assumptions than Americans typically do: that power supplies are unreliable and that demand is surging as urban populations expand. Sensing a broader market for the Richards-Zeta technology, the Indian-led teams have, in just a few months, come up with products such as software that allows companies to monitor energy consumption across all buildings on a campus or even internationally. Clients include Google (GOOG), which is using the program at its Mountain View (Calif.) headquarters, and data-storage company Net App (NTAP), which uses it at all its properties, from Sunnyvale, Calif., to Amsterdam. Other jugaad proponents such as Kaipa of the Indian School of Business say companies are adopting India-style innovation without even knowing it. The ex-Apple researcher points out that the iPhone maker is a champ at repurposing existing ideas and technologies in simple ways which enables it to reduce R&D outlays and produce high-margin products. "Jugaad is an Indian philosophy, but it's not unique to India," Kaipa says. "Companies in all parts of the world can learn from it and make it work for them, too."

Innovation is the key idea that is shaping corporate life, helping leaders conceive previously unimagined strategic options. Take acquisitions, as an example. Most are justified on the basis of cost and capital reduction: for example, the merger of two pharmaceutical companies and the global rationalization of overhead and operations and the savings from combining two sales forces and R&D labs. You can, however, buy earnings through acquisitions for only so long; cost-control, however necessary, is a defensive strategy.

Innovation enables you to see potential acquisitions through a different lens, looking at them not just from a cost perspective, but also as a means of accelerating profitable top-line revenue growth and enhancing capabilities. For example, the innovation capabilities of P&G were enhanced by its acquisition of Gillette. Its market-leading brands (such as Gillette, Venus, Oral B, and Duracell) are platforms for future innovations; and core technologies in blades and razors, electronics, electro mechanics, and power storage strengthen the technology portfolio from which P&G can innovate in the future.

Innovation also provides an edge in being able to enter new markets faster and deeper. In large part, it is P&G's revived innovation capacity that is allowing it to make inroads into developing markets, where growth is double that in rich countries.

A culture of innovation is fundamentally different from one that emphasizes mergers and acquisitions or cost cutting, both in theory and practice. For one thing, innovation leaders have an entirely different set of skills, temperament, and psychology. The M&A leader is a deal maker and transactionally oriented. Once one deal is done, he moves to the next. The innovation leader, while perhaps not a creative genius is effective at evoking the skills of others needed to build an innovation culture. Collaboration is essential; failure is a regular visitor. Innovation leaders are comfortable with uncertainty and have an open mind; they are receptive to ideas from very different disciplines. They have organized innovation into a disciplined process that is replicable. And, they have the tools and skills to pinpoint and manage the risks inherent in innovation. Not everyone has these attributes. But companies cannot build a culture of innovation without cultivating people who do.

2. Objectives of the study:

The study is all about the small skills and techniques, which can make bigger change in the field of production. The objectives are,

1. To understand the meaning of jugaad.
2. To examine the use of Jugaad in industry.
3. To analyze Jugaad as an innovation tool.

3. Research Methodology:

To the fact the entire paper is written based on the secondary data. It is purely conceptual transmitted into action points in due course of the study by the reputed organization and even in small villages. It is descriptive paper. The reason and cause behind the jugaad is the saving and get the work done in very economical way.

4. Discussion:

As for as jugaad is concern it not new concept for us. In fact it was in practices in all small places more particularly in villages among the young youth as source of income. Knowingly and unknowingly fixing the problem is called as Jugaad, and more particularly common among illiterate youth.

The idea of fixing problem polishes by the educated forum as 'Innovation'. Over the period of time in the most of the organized companies Jugaad took the place of innovation. Further, it took (innovation / Jugaad) the center of a company's way of doing things; it finds ways to innovate not just in products, but also in functions, logistics, business models, and processes. A process like Dell's supply chain management, a tool like the monetization of eyeballs at Google, a method like Toyota's Global Production System, a practice like Wal-Mart's inventory management, the use of mathematics by Google to change the game of the media and communications industries, or even a concept like Starbucks's reimagining of the coffee shop -- these are all game-changing innovations. So was Alfred Sloan's corporate structure that made GM the world's leading car company for decades, as was P&G's brand management model. Thus, generating ideas are important, but it's pointless unless there is a repeatable process in place to turn (idea) inspiration into financial performance and this easy process for the bigger companies than a road-side Jugaad fellow.

In concise, the innovation is the way of doing the entire supply-chain in very economical way to meet the requirement of the customer in very less price or easily affordable price. In the bigger organization their R & D wing really doing greater and appreciable work on front of innovations, like little is more, customization etc. Peter Drucker the father of management said, the knowledgeable employees are the right into the shoes of innovation speedily than other.

When we see overall picture of educated student produced by the universities are,

- 7 million graduates
- 5 million engineers
- 1 million MBA

But who are packed with skills and research knowledge have the place in the organization for their career.

5. Findings:

When look at the total literature of innovation, skill, research are the brain children of Jugaad. The study gives following findings.

1. Without any doubt the Jugaad so called as innovation is source of survival and success for the bigger organization. The road-side persons too survive because of Jugaad and may be due course do wonders.
2. Jugaad is skill of fixing problem at road-side shops and it is an innovation sparkles in the organizations in their entire functioning right from planning to manufacturing. A best mother for the lean management and efficient supply-chain.
3. In precise Jugaad is a method of doing work in very economical way in general and in particular it is innovative way in the companies to make entire system more efficient and effective by offering more for less.

6. Conclusion:

The study simply concludes that, Jugaad is the need of hour; it is skill and strategy to success both for individual entrepreneur and organization as a whole. A scientific way of doing work with knowledgeable employees and advanced technology certainly will be a leader in the market. Thus, different kind of approaches for doing work leads to innovation.

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