

Book Reviews

Rise of Rural Consumers in Developing Countries: Harvesting 3 Billion Aspirations

By Vijay Mahajan with Kathy Warbelow

Sage Publications India Pvt. Ltd., New Delhi, 2016, Pages: xxv+169, Price: ₹795
ISBN: 978-93-860-4232-3 (HB)

This book tells us about the growing power of consumers in rural markets in the developing countries of Asia and Africa. The author has given a narration of real experiences which he gained while visiting several locations, giving an imaginary journey to readers as if they are doing the real journey of the rural markets. The top ten rural economies are Bangladesh, China, Egypt, Ethiopia, India, Indonesia, Nigeria, Pakistan, Philippines and Vietnam. Their total rural area is more than a third of the world.

The entire book divided into three sections:

1. Recognizing the rural opportunity
2. Growing and reaping rural opportunity
3. The rural challenges

Section I on “*Recognizing Rural Opportunity*” has three chapters. It begins with the narration of Bangladesh rural market and the patterns belong to it likewise- the consumption pattern, advertisement, celebrity endorsement on FMCG products. The data and graphs are taken from authentic sources to validate the consumption pattern of rural people which relating harvesting season as well as religious festivals. For instance, in Ramdhan, 30 million people returned to their native villages which boost domestic consumption. Moreover, this chapter also expresses and relates the statistics of top 20 rural economies. For example, India’s urban population in the year 2016, that figure happened to that of US in the year 1880. Rural consumers spending more on

personal luxury and convenience purchases relates to Nigeria and innovative money transfer solution of 'bKash' of Bangladesh. Chapter two of section starts with the example of poor provenance of Thailand rural market and the counterfeit brands making significance entry to the rural market. The popular book written by management guru late C. K. Prahalad, "*The Fortune at the Bottom of the Pyramid*" was also all about the opportunities that some of the wealthiest companies in the world have in low-income markets to bring prosperity to the aspirational poor while seeking their own fortunes. The details given in this book offer better understanding of rural market, market research firms, advertising companies, etc. It has divided entire rural market in to five segments (A, B, C, D, & E) on the basis of income, household consumptions and ownership of durables, further Vijay Mahajan grouped the A and B classes into a category-I, i.e., Rural one, same way C segments belongs to the second category whereas D & E comes under the third category-characterizing small farmers, daily wage laborers, etc. In summary, this chapter focuses on economic changes that are driving the emergence of a massive consumer population in the rural developing world.

The influence of religion in the emerging rural world is one key aspect of the rural market. The chapter covers the details of various religions and their impact on rising sales across countries. Several examples about religious festivals of the top ten rural countries like India's Kumbh Mela, Bali's festival season, Myanmar's holy tourism and Chinese new year. Sales of FMCG spike 60% during these periods compared to an average of month. This opens opportunities of FMCG companies to sensitize their branding and advertising.

Rural countries also have a significant share of the slum area. UN habitat estimated that 62% of urban residents in Africa and 30% in Asia lived in slums in the year 2013. Dharavi, the largest slum area belongs to India, its informal economy which estimates ranging from \$500 million to \$1 billion. Surprisingly India's two largest online selling companies Flipkart and Snapdeal offer made-in-Dharavi products.

Section II on "*Growing and Reaping Rural Opportunity*", focuses on Growing and reaping rural opportunity inclusion from chapter 4 to 7. Key focusing area of this section is about most innovative solutions for rural market, strategies to develop rural markets for their brands, tactics used for conversion of rural customers and meeting the needs and aspirations of the rural consumer. One small initiative 'washing one's hands with soap' by Uniliver has done tremendous changes to the rural children's health with the partnership of USAID. Same way Marico did for its anti-lice product brand Mediker. The innovative campaign was done using radio advertisement. Uniliver adopted the same approach for campaigning in Pakistan, the Philippines, and Egypt.

India has its vast cultural heritage, several companies came with innovative promotional campaigns (like CEAT, Dabur, GSK Inc. & Johnson & Johnson) targeting *Melas*, *Haats* and rural events. In India, DKT International worked on the model of a

franchise clinic to tackle the bigger issue of delivering general healthcare services to rural. Technology brings prosperity to rural areas; particularly mobile phones have opened up new pathways to rural consumer markets. Innovative companies have tapped those avenues to advertise their brands, distribute their services and boost affluence outside urban centers. Micromax, Techno and numerous other mobile phone companies are placing a large bet on these rural developing markets for one primary reason: Mobile technology has become far more than an avenue for communication; it serves as one of the most powerful enablers of low-cost innovation for the delivery of information, entertainment, and services to the rural developing world. HUL used wireless phone networks to create what amounts to a mobile radio channel for media-dark free entertainment. The same way ZipDial's approach can reach consumers who don't have smartphones, internet access or use Facebook, Twitter, and other social media. Indian Farmers Fertilizer Cooperative (IFFCO) and Airtel developed a strategic plan for rural India by providing Green SIM which enables Kishan Samachar and all agricultural information. The same way Nigeria, Ethiopia, Bangladesh, and China have done innovative tie-ups to penetrate their rural markets. One of the best examples is FINO: One-stop shop for financial inclusion, it has expanded its technology-based platform to provide a full menu of financial services.

While reading the book, one might become anxious for getting a glimpse of all rural market practices that can be satisfied by way of printing of thirty color images of all the examples and markets of different countries. It is essential to look at the role of non-profit and social entrepreneurs, who bring creativity to improve livelihood, healthcare, and education. They have created measurable, scalable models to tackle some of the rural problems. Aarong one of Bangladesh's leading retailers provides income to about 65,000 rural artisans. The Bill & Melinda Gates Foundation have also supported the rural artisans. Same way DKT International provides contraception and family planning services in 19 developing countries that collectively contain more than 60% of the world's population. India has its own story, Mr. Ramji Raghvan's Agastya educational foundation delivers hands-on science education to about 1.5 million rural Indian children each year. One of India's biggest challenges is to provide safe, clean drinking water. An efficient solution developed by "Waterlife" by installing 4,000 RO plants or other water purification systems in more than 12 states.

Women empowerment is also an essential part of rural development. In Singapore, Aidha helps migrant women to come out of poverty by teaching them financial literacy, computer, leadership and entrepreneurial skills. Vijay Mahajan and Deep Joshi created Professional Assistance for Development Action (PRADHAN) for helping poor rural women and tribes. It does not dispense charity but show people a pathway of removing poverty by giving them the skills to develop sustainable livelihoods. Tata Trusts are another such example of helping farmers. Gates foundation works significantly in poor rural countries in several areas like an agricultural program in Bangladesh, and Vietnam, a seed research program in Ethiopia.

Section III of this book, “*The Rural Challenges*”, is focused on rural challenges and Identification of five key challenges to rural developments. These are Infrastructure, Education, Poverty, Public Health, and Social issues. These barriers pose critical challenges to consumer’s livelihood and also open up opportunities for innovation. There are no shortages of innovative strategies found. This chapter also represents the facts and figures of rural top 10 countries about access to electricity, education, literacy rate, per capita income of poor and access to sanitation facilities.

These are challenges for Governments, NGOs and consumer companies. The thought comes in mind as author that “Why not we create a formal rural top 10 alliance which will address all five key barriers?”

The pathway for top 10 rural countries are:

- Create an Annual Summit Focused on Rural Opportunity
- Build a Sustained hub of Rural Innovation
- Develop new ways to fund rural programs
- Learn new lessons from developed economies

At last, the book ends with “*The End of the Last Mile*” summing up the experiences of largest economies, sustaining economic and revenue growth for the long term that will require strategies that encompass rural consumers and tap into the market opportunities they provide.

The author has managed to bring all the important information related to rural markets in one book, making it very handy and useful for all the strategy makers of FMCG, rural marketers, academicians of rural management field and who are looking for rural markets. This is a must read book for all the people who are even distantly related to the rural markets.

Bhaveshkumar Parmar

Associate Professor

Department of Business Management

Sankalchand Patel College of Engineering

(Affiliated to Sankalchand Patel University)

Visnagar, Gujarat, India 384315

E-mail: callbhavesh@gmail.com

Management of Urban Services: The Role of Management Institutions

By S Mallikharjuna Rao

Allied Publishers Private Limited, New Delhi, 2008, Pages: 316, Price: ₹450
ISBN 81-8424-294-8

The main objective of this book is to identify the role of management institutions in the efficient and effective delivery of urban services in India. This book is based on the papers presented in the National seminar, “*Management of Urban Services: The Role of Management Institutions*” during February 22-24, 2007, by academicians and practicing managers in the industry. The contributors of this book have different insights into various dimensions of urban services and made useful suggestions and some of the contributors are providing their experiences of urban local bodies brought out in the form of case studies. This provides the insights to identify the various concern in the management of urban services in India and provides various approaches to resolve the issues and deliver the role of management institutions that how effectively needs to reform the dimensions of Public-Private Partnership (PPP) model.

The readers can observe the major concerns in the implementation of reforms in water and sanitation, environmental concerns and solid waste management. The book consists of seven parts. The editor effectively segmented the individual parts to address each sector’s issues and how it is effectively addressed through management institutions. It will be easy for readers to understand the flow of the information.

Part 1, “*Reforms in Urban Services*”, consists of three contributors. The first contributor V.L.N. Subramanyam explains about the detailed study of City Development Plan (CDP) for Hyderabad City. The richness of the content is good. He has provided the comparison with Benchmark cities in the National Scenarios such as Economic, Education, Housing, Health, Water, Sanitation, and Transport. In Figure 1.1, The explanation of the CDP process is precise; In page no: 13, the Organogram 2: State level agencies are not visible, format and explanation are lacking. References need to be added at the end of the paper.

The next contributor is V. Gnaneshwar, the way of portraying the flow of the paper is excellent. Each concept is explained with proper citation. He explained each legal

and regulatory framework and concepts of Urban governance in India. Every amendment and constitutions are carefully handled and explained perfectly. The readers can get the insights of laws governing for Urban Development.

The final contributor to this Part-1 is V. Mary Jessica. She has discussed the Poverty and Growth of Urban sectors. The author explained well that the sustainability of the growth process demands in the process of development, and not the passive beneficiaries of public largesse. Scope and Purpose of the paper are well defined.

Part 2, on “*Public-Private Partnerships*”, consists of 4 papers. All the four papers elaborately discuss the Public-Private Partnerships (PPP) in Urban Infrastructure Sectors of India and Bankers Perspectives and in special reference of Kolkata Urban services. Parimal H Vyas & Madhusudan N. Pandya explained well the census details and Economic Survey of India Infrastructure; Since Census reports are very important and critical too. But in some of the places, the authors have used the word “seems”; it inculcates the dilemma to the reader while reading this paper. The authors should have confidence in their own thought process.

N. Krishnan discusses the Bankers Perspective of PPP. It is very much needed in India. This paper provides the basic information of PPP to readers. The author needs to provide more information regarding Banking perspective and Literature review needs to be done.

P. S. N. Rao discussed his paper regarding the Housing Sector and various models in India. It is very necessary topics in the current scenario of our country. He discussed the Colonisation and Housing Policy and He provides the very good compiled reports from various real estate developers. The paper provides insights to develop the township with various models and compare the models for the betterment of PPP.

Jayanti De discussed PPP of Urban Services with special reference to Kolkata. In this case study, the problem of the dilemma is not explained properly. In conclusion, she mentioned that “we may say...”, it shows that the author doesn’t have the confidence regarding the connection between urbanization and suburbanization, development and human mitigation.

Part 3 deals with “*Financing Urban Infrastructure*”, T. Satyanarayana Chary and R. K. Mishra have explained about Financing Urban Infrastructure in a detailed manner. Theories are well explained such as “The role of Municipalities such as Municipal Bonds & Pooled financing arrangements”.

Part 4 focuses on “*Implementation of Reforms: Water and Sanitation*”, D. M. Mohan discussed the creation of an enabling environment for participation of the private sector in the water supply and sanitation sector. He had discussed two major issues with the novel approach of regulation by the Municipality. Basic Information is well covered.

M. Satyanarayana states that the detail discussion about the issues and challenges in providing 24x7 water supply and the experiences of Hyderabad Metropolitan area. Vision and Mission are well explained to make the readers for clear understanding. Salient features of water sources are more useful information and it provides more insights to make a decision.

Part 5 discusses “*Implementation of Reforms: Environmental Concerns*”, Srinivas Gumparthi discussed Environmental management issues in urban areas. This paper is well explained about social responsibility and community involvement. He also explained regarding sustainability and Information Management and knowledge transfer. The way of explaining the ten principles of the new environmentalism.

Another dimension of Urban areas in India is Slums and its solid waste management. Socio-economic issues are explained clearly by S. R. Subba Rao and Suman Chakravarthy and suggested Socio-economic model is implementable to address the issues in Slums and its solid waste management.

V. Sita is concentrating on the harnessing energy from municipal solid waste. The paper looks like a case study, but the way of explanation needs to be precise. Source of Exhibit needs to be mentioned.

Part 6 of the book is on “*Experiencing Reforms Implementation in Urban Local Bodies: Managerial Issues*”, Each author of this part has explained the different dimensions of implementation in Urban local bodies such as the study of Hyderabad city by S. Mallikharjuna Rao and AP-APUSP experience by B. Janardhan Reddy and G. Kondala Rao, managerial issues by Tanushri Roy, capacity building in Puducherry city by Y. Venkata Rao, Surat Municipal Corporation by Nilesh Patel and Burhan B.

All the authors of this part, the conceptual is well explained and it provides in-depth knowledge to the readers. Rich information about the background of the study. But in the last paper of this part by Nilesh Patel and Burhan B, the conclusion needs to be explained properly.

The final part of the book, Part 7 outlines the “*Management of Urban Services: The Role of Management Institutions*”, Ravindranath Chowdary and Lata Chakravarthy discussed the Management of Urban Services – The role of management Institutions. Ravindranath Chowdary’s paper provides extensive knowledge in Urban Services. The discussion regarding Management Institutions is less.

As per the paper of Lata Chakravarthy, detailed study has been done and the meaningful divisions of parts are maintained properly.

The detailed discussion of “*Roles of Management Schools through Techno – Social Entrepreneurship*” by A. Ramachandra Aryasri, Balarama K. Varanasi, Jhansi Naga

Kumari and Sudhindra Vedanthi. The extensive study has been done in this paper, but references need to be added; since it will provide knowledge to the readers.

Some of the critical points need to be corrected that the Publisher name is wrongly mentioned in the first page top right corner; Instead of Allied, it is mistakenly written as "Allid". Formatting such as font name, font size, spacing, etc., are not yet done properly and uniformity is not yet maintained across all the PARTS of the book.

As an overall, this book will help the academicians, policymakers, industry and all the stakeholders who need to improvise the urban sectors, they have to focus on Management Institutions. The reader will get the insights of Regulating Urban Land and knows about the Land Acquisition act in different dimensions of urban services. This book covers the sustainable growth and development of the Urban Environment.

P. Mary Jeyanthi

Assistant Professor

Institute of Management Technology

Nagpur-440013

Maharashtra, India

E-mail: dr.maryprem@gmail.com

Smartonomics Simple, Powerful Macroeconomic Tools for Success in an Uncertain World

By Shlomo Maital and D. V. R. Seshadri

Response Books (An Imprint of Sage Publications India Pvt. Ltd.), New Delhi, 2017,
Pages: xvii+233, Price: ₹395 ISBN: 978-93-860-6236-9(PB)

Although the book conveys principles of macroeconomics, the book is unique in its own style of writing and presenting complex concepts in the most useful way. We appreciate, how complex macroeconomics concepts are being explained and embedded throughout the text. The key attraction of the book is the inclusion of ‘action learning exercises’ in every chapter. The chapters are well structured like a well-written course, beginning with a list of learning objectives, followed by suitable examples, diagrams, figures, and tables, and humorous comic presentation, and “dive deeper” boxes. The comic representation used in the book gives a very strong message and becomes core of the chapter. For example, on page 75, the tomb of economics due to ‘bad’ inflation explains the success of economy by bad and good inflation.

A very popular English idiom, “*Don’t judge a book by its cover*” holds very true for the book. The front cover displays a monkey cartoon character dressed in a white lab coat and spinning the globe on his index finger like a seasoned professional. One thinks that the book may be suitable for the “juniors” section in a library. We too got the same first impression, but the book is a great contribution to the literature on macroeconomics.

The author has structured the book in eight different chapters started with a country is a business, Ants and Grasshoppers: analyzing national saving, Flation: it’s like cholesterol, Money: what it is, what it does, Booms and Busts: What comes next?, Torrents of capital, The gap and finally, Mining for opportunities.

Chapter one, establishes a good understanding about the Gross Domestic Product (GDP) by providing similarity of country’s operation with a normal business house.

The chapter is well-structured to explain the usages of both a microscopic and a telescopic view by Smartonomics practitioners for zoom in as well as Zoom out in a dynamic economic situation. The emphasis has been given on the success of systematic checklist or the protocol and proposes a basic global risk checklist for practitioners.

Chapter two, shows the importance of national saving and investment, their linkage with the global financial crisis. The chapter highlights the importance of preparation for the bad days in economic necessity of giving a perfect example of the Ant and the Grasshopper. Some critical arguments of macroeconomics, like the dangerous growing gap between rich and poor and Lack of savings, has been well established in the chapter. The detail about the tragedy of Greece and a comparative study between the USA and China had added a good flavor of understanding of the target audience. Information of Box 2.3 can be used as an eye opener to practitioners of Smartonomics in different countries.

The study in chapter three seeks to simplify the complex issue of inflation, deflation and its mysterious impact on economics. The chapter provides a fundamental behind inflation, its calculation, its drivers, its complexity, linkage with the equity market and superiority of inflation over deflation in growth of the economy. The complexity of money illusion has been explained in terms of real growth in people's wage. The most crucial part of the chapter is explanation of bad inflation and bad deflation with suitable examples of stagflation in 1970's and property bubble burst in 1990's.

The concept in chapter four is the center point of economics, velocity of money and its effect in terms of output, income, growth, interest rate and employment. From the simple explanation about fundamental of money for establishment of complex operation of economic momentum, every concept is well written and explained. The chapter concluded with a case study of Arnold's hedge fund to explain a Strategic Inflection Point (SIP). SIP is a key practice to segregate a Smartonomics practitioner from others.

Chapter five explains the four key questions link to Boom and Busts as an essential economic cycle. The study highlights the main economic theories pertaining to business cycles. Business cycles have been an integral part of the economy, but as Smartonomics practitioners, we should understand the underlying sentiment that derives consumption and investment. The four crucial questions have been asked as tool 5 of Smartonomics at the end as concluding remark.

Chapter six, presents several aspects of different flux in the global capital and their crucial role. The study explains the volatility in the capital, creation of money, the role of central banks and addiction of world for zero interest rate. Many perfect references, like Japan's property burst of 1990, economic recession of 2008 and others, have been well explained to provide the idea of the Big Mac and the Buck.

BOOK REVIEWS

Chapter seven, in continuation of the previous chapter, shows how the torrent of the global capital is in part related to, and a cause of the growing inequality of wealth distribution. The growing inequality of income between two nations can create a great opportunity for Smartonomics practitioners of management of wealth for the rich as well as value creation for the poor.

The study in chapter eight, teaches methods of mining for opportunities by employing a checklist, a framework that integrates essential tools of Smartonomics along with non-economic factors, for due diligence. Smartonomics practitioners should be ready to create several stories after listening to their inner voice. The tools are instruments our brain can use to build insights and to nurture independent valiant philosophy.

Overall, the book has covered all major aspects of macroeconomics and presented in the most understandable way, but the book has some deficiency in some parts. Introduction section should have more clarity on learning outcomes. Possibly some copy editing went unnoticed, for instance discrepancies about the number of the Smartonomics tools puts forth. For example, in the introduction, there are references for “10 tools” (p. xix) of Smartonomics and then in chapter 2 it states, “... the main advantage of the eight” (p. 25) and the whole book is being written as reference with 8 tools only. Sometimes few terms such as “put options” (in page 214) and “least-squares regression” (in page 46) require more explanation for readers. Authors had explained many macroeconomic terms within the text in a very elucidative manner. We appreciate the structure of back over, the comment of Mr. Rajiv Gupta (Vice-President, Honda Cars) not only adds value for readers, but also motivates readers from non-economic background to follow the book.

Debarring a few weaknesses and missing link, the book is well written and certainly ignited our thought process. We recommend the book to all readers involved in the practices of macroeconomics or management.

Santosh Kumar

Assistant Professor

School of Management

Presidency University

Itgalpur, Rajanukunte

Yelahanka, Bengaluru-560064, India

E-mail: talksant@gmail.com

and

Gargi Pant Shukla

Associate Professor

Doon Business School

Selaqui, Dehradun-248001, India

E-mail: gargipant87@gmail.com

The Intelligence Trap

By David Robson

Hodder & Stoughton Ltd. (An Imprint of Hachette), London, 2019,
Pages: 336, Price: ₹499
ISBN: 978-1-5293-1143-3

The *Intelligence Trap* presents a paradoxical argument about the errors in judgment that are found in people with higher IQ. These errors prove to be detrimental not only for the individuals discussed, but also for the teams they work in, organizations they are part of and the society they live in. The book lays out the context with the help of 'traps' that people fall into, sometimes in spite of, and at other times, because of, their intelligence. It then furthers its arguments with the help of a host of experiments done across the globe by various researchers. It closes with some seemingly simple yet effective approaches to avoid expensive yet avoidable mistakes.

The book has made use of extensive cases and examples to put across its point, which make the arguments credulous and relevant for real life applications. The respondents in the experiments cited in the book are spread across sectors, geographies, and demography that will assuage the concerns regarding the sample bias in the research. These examples help readers to keep abreast with the pace and script of the author. Insights are clearly explained after each of the case study and experiment that allows the reader to take home the point without any ambiguity.

The book has a lucid flow in its ten chapters, which are categorized into four parts – *The downstairs of intelligence*, *escaping the intelligence trap*, *the art of success learning*, and *the folly and wisdom of crowd*. There is a natural flow in the first three parts which set the context in terms of the gap identification, how to manage this gap, and how to close it in long-term. The last chapter of the fourth part of the book seems to be a bit out of place. It talks about more follies committed by people, which should have logically been included in the first part of the book as this part deals with mistakes committed due to higher IQ. After the ten chapters, the book has an interesting epilogue, a very useful appendix of the taxonomy of the terms introduced in the book, as well as note references and index.

Chapter 1 under the first part, introduces a paradoxical argument about people with higher IQ prone to making stupid mistakes. It does so by invoking the case of children who aced the Lewis Terman Test with very high IQ scores. But with good analytical thinking that high IQ scores represent, comes limitations on the creative intelligence—to invent, imagine and suppose. This handicap, coupled with poor behavioral skills that people with high IQ may have, lead to a not-so-bright careers for people with higher IQ.

Chapter 2 cements the argument extended in chapter 1 by taking example of the life of Sir Arthur Conan Doyle, who in spite of being a literary genius, went at length, courtesy his intelligence, to justify superstitious practices under the flag of spiritualism. Albert Einstein too, at one point used his intelligence to defend the untenable for a failed theory. Sometimes people with high IQ may use their intelligence, not to understand the reality, but to defend the fiction.

Chapter 3 presents compelling argument before closing the part 1, about errors that people with high IQ make. One of the world's best forensics team, the FBI, committed a mistake by indicting an innocent man for a crime he did not commit. Such an omission was not attributed to the lack of skill of FBI, but to the possession of high skill and knowledge. It was attributed to the cognitive entrenchment (which comes with expertise in an area), that doesn't leave any space for creative problem solving, which leads to solving the similar problem efficiently, but getting bamboozled at a new problem, which happened in the case discussed.

Chapter 4 is the first chapter of the second part of the book, which talks about ways to avoid falling into the intelligence traps. Moral Algebra, which the book said was used by Benjamin Franklin to make decisions without falling into a trap is one such tool. The same is also used in a different way by Angel Merkel. The key trait of Moral Algebra is – *Intellectual Humility*. A concept that says that one needs to acknowledge weaknesses, be open to new knowledge, and shouldn't avoid uncertainty. It is also a function of cultural differences that could be one of the reasons why Western, Educated, Industrialized, Rich and Democratic (WEIRD) countries have lower intellectual humility than the Eastern Asian countries.

Chapter 5 lays the importance of intuition on decision making that may be helpful to avoid intelligence trap. Contrary to the popular belief intuition is not just gut based feelings but are valid cues based upon past information and knowledge. One needs to accept intuition, but learn how to reflect upon it, dissect it and extract valuable cues for decision making. Ray Kroc took over and expanded McDonald's basis intuition based decision making.

Chapter 6 talks about identifying vagaries and incorrect information that lead to the intelligence trap. The chapter introduces 'truthiness' a word that means truth coming out of gut and not from the book. It means that we often believe a fact basing

our judgment on truthiness of the fact, which is further based on—familiarity and fluency of the fact, i.e., how often you have heard it before and how smoothly it has been said. This impairs our judgment and makes us commit a mistake by believing what we should not.

Chapter 7 is the first chapter of the third part which can help people in bringing about changes in their conduct to avoid the intelligence trap. The right knowledge helps in avoiding the traps, and right knowledge comes from natural inquisitiveness. Nobel Laureate Richard Feynman's success could be, among many other things, be attributed to his insatiable curiosity. Knowledge should be pursued without prejudice which helps in building a 'growth mindset', which helps in exploration as opposed to 'fixed mindset' that restricts ability to learn and imagine.

Chapter 8 again compares how an individual's mindset is developed in WEIRD countries as opposed to how it is nurtured in the East Asian countries. With the help of a research conducted on post office employees in terms of speed and effectiveness of learning a new skill, it can be suggested that the learning should incorporate two concepts – Spacing effect (taking time between two learning sessions) and Switching effect (switch between topics while learning). Both of these techniques force brain to remember what was done during the last session, as opposed to quick succession learning, where brain does not have to work hard in remembering the content from the last session.

Chapter 9 is the first chapter of the last part of the book, and it talks about how more stars in a team is not always a good thing. Iceland's team in Football World Cup in 2016 showed that performance is not a function of having too many stars in the team. Having too many stars actually is bad for a team as it leads to ego-clashing, status conflicts and even group-think which are all detrimental for the performance outcome of the team. It could be concluded by explaining performance of various teams with respect to the proportion of big stars in the team. Social sensitivity plays a critical role in a team's performance, hence the study of emotional perceptions is crucial while forming teams. Research also suggests that teams where proportion of women is higher, invariably perform better than teams where proportion of men is higher. This is due to higher social sensitivity in women.

Chapter 10 which is the last chapter of the book talks about stupid decision taken by the groups by citing the example of the 2010 mishap in Gulf of Mexico where 11 people died and 200 million gallons of oil was released in the sea. Functional stupidity was cited as a reason for the overlook and the mishap. It is when a group of people goes with the flow just to avoid the anxiety in a discussion and save their effort. Mindful organizations which are highly reliable in their vision, action and are sensitive are the ones which are going to be successful in the new age of ambiguity and uncertainty.

BOOK REVIEWS

The book is a rich source of cases and diverse examples for explaining a seemingly simple but a thought provoking idea. Obsession with analytical thinking and IQ may sometimes lead to incidents that not only cost individuals their time, effort and money, but also lives at times. The book does an excellent job in deciphering and explaining the causes of these 'intelligence traps' and offer workable solutions to deal with them in short term, and avoid them in the long term. The book is addressed to business managers, leaders and individuals alike for its simple reading, lucid flow and interesting learning.

Tapish Panwar

*Assistant Professor, Marketing & Strategy
Rizvi Institute of Management Studies and Research
Off Carter Road, Bandra (West), Mumbai-400050*

India

E-mail: tapish.panwar@gmail.com

and

Kalim Khan

*Professor, Marketing
Rizvi Institute of Management Studies and Research
Off Carter Road, Bandra (West), Mumbai-400050*

India

E-mail: kalim.k.khan@gmail.com

Management Essentials: A Recipe for Business Success

By Arindam Banerjee

Sage Publications India Pvt. Ltd., New Delhi, 2013, Pages: 141, Price: ₹295
ISBN: 978-81-321-1103-0 (PB)

Successful business management is the primary objective of all the businesses, primarily because it helps in making businesses sustain for long periods of time. Managers across businesses thrive relentlessly in the pursuit of making businesses sustainable. This thrust on making businesses sustainable is palpable because sustainable businesses over a period of time deliver value not only to the shareholders but also to the stakeholders, thereby contributing to the societal needs. For businesses to become successful it requires deft management of resources and certain key habits or qualities. It has been observed that only a few companies make the cut when it comes to leveraging resources and in inculcating the essential habits. The book *Management Essentials* explains three such crucial habits that organizations need for effective management.

The book is a riveting narrative on what makes businesses survive for a long period of time and the necessary habits that are to be inculcated by the businesses to run the 'marathon'. The author of the book, Arindam Banerjee, effectively narrates a strategic framework, that is essential in making a business successful and help in getting the maximum 'bang for the buck'. In addition to the theoretical rigor, the book also exhibits various challenges and issues that companies face, which makes the reading even more enriching.

The book is divided into eight chapters that convincingly narrate various dimensions of management essentials. Every chapter touches upon a critical ingredient that integrates itself in the process of making a palatable curry.

In the first chapter, the author elucidates the importance of generating value for an organization to survive and be successful. In this regard, the author, introduces the 'ATM' framework, a scientific approach to help organizations thrive through turbulent times. The framework is built on three pillars, Accurate Anticipation (A), Timely

Transformation (T) and Money Matters (M). The chapter culminates by mentioning that there are no antidotes for immortality of an organization. This chapter sets the appropriate tone for the rest of the book by introducing the effective management philosophy suitably backed by the rationale of ATM framework.

The second chapter, The Power of Anticipation, explains in detail the importance of foresight, a main ingredient of the 'curry'. The author does a fine job in explaining the importance of planning for the uncertainty by citing various situations and how a business person can anticipate the same with close to perfection. This chapter also explains in detail, the various anticipatory mechanisms that organizations undertake: 1) Historical data analysis; 2) Market experiments; and 3) Expert advice of the 'fortune teller'. Further to this, the chapter also mentions the prerequisites for building good process of anticipation, which facilitates a deeper understanding of the process of anticipation. In addition to mentioning the brighter side of anticipation, the chapter also mentions the downside of anticipatory mechanisms, which gives a holistic understanding for the readers in going about the forecasting.

In the third chapter, the author of this book covers the second pillar of the ATM framework – Timely Transformation. Timely transformation refers to the strategic responsiveness that an organization should possess in order to remain successful for long periods of time. The author succinctly puts forward the classification of reactive strategies into two buckets: a) Investment in versatility; and b) Investment in creating buffers. Through this classification, the author explains the importance of investing in human resources and the emphasis that an organization gives for upskilling. The author once again does a good job in substantiating the different responsive mechanisms that organizations can look for in building reactive strategies. The examples and the analogies that the author draws in narrating the concept cogently is laudable.

In chapter four, the author explains the inputs required at granular levels of an organization. Precisely, the chapter explains the governing principles that an organization will have to adopt in order to utilize the financial resources, human resources and information resources of the organization. The chapter explains the various financial sources that organizations can consider for smooth functioning of operations. In addition to provide information on various sources of financing, the chapter also provides a brief account of advantages and disadvantages of each type of financial source, which is one of the crucial deliverables of this chapter. The key takeaway of this chapter which is noteworthy for all the aspiring managers in the words of the author is "in my opinion, good organizations can continue well when backed by strong financial strength. But, they necessarily require dedicated and competent human workforce to drive the performance. I could part with the former (financial prowess) to some extent, but I

would never compromise on good people”. To add to this, the author also mentions that grooming and maintaining human resources is one of the major challenges of organizations and it requires ‘Level 5’ leadership.

Chapter 6 touches upon one of the most crucial yet disregarded domains of management science – branding. The chapter lucidly explains the importance of brands and how they remain strategically critical for organizations on various dimensions. In addition to explaining the criticality of brands, the chapter also explains how companies try to live up to their brand promises by delivering on the promises. The key takeaway of the chapter in the words of the author is “strong brands are usually synonymous with successful business performance and customer trust, but they need creation through smart marketing management that adheres to the five dimensions” (identity, awareness, differentiation, benefit/relevance and fulfilling the promise). Although the author highlights that there cannot be a separate branding exercise, one that is different and unique from the marketing offer designed, it is important to understand that brands’ offerings are not just functional in nature, brands also provide experiential and symbolic values to the consumer, which is over and above the design of marketing offer.

Chapter 7, the final one of the book, is the icing on the cake. Prof. Banerjee puts forward some interesting thoughts that can be instrumental in making a business successful. Though these thoughts are not completely in tandem with the ATM framework, but are critical thoughts for effective management. One can be in complete agreement with all the thoughts that the author has put forward in this chapter.

Chapter 8, Epilogue, provides the clear and concluding thoughts of the author. The concluding thoughts of the author help the readers in understanding the boundary conditions in which the assumptions made by the author operate. In addition to setting the boundary conditions, this chapter also provides the motivation of the author to write this book.

The efforts of the author in making this book cogent and coherent are highly appreciable. After thoroughly going through this book, it can be safely concluded that this book is not just written with years of experience but with also a prowess of holistic analysis. In addition to the convincing narrative of various ingredients of the curry, the author’s stray thoughts on effective management bolsters the readability of the book.

Additionally, the author does a fantastic job in convincing the readers with his simple language. The author’s timely interventions with simple analogies makes the book unputdownable. This book is highly recommended to all those who wish to pursue

BOOK REVIEWS

careers in the management domain. This book can be instrumental in facilitating the 'critical thinking frame of mind', an essential in this fast changing world.

Vivek Pani Gumparthi

*Research Scholar, Marketing Area
Indian Institute of Management Kashipur
Kundeshwari, Kashipur-2448713
Udham Singh Nagar District
Uttarakhand, India*

*E-mail: gumparthi.fpm1704@iimkashipur.ac.in
and*

Mala Srivastava

*Professor, Marketing Area
Indian Institute of Management Kashipur
Kundeshwari, Kashipur-2448713
Udham Singh Nagar District
Uttarakhand, India*

E-mail: mala.srivastava@iimkashipur.ac.in