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# DRIVE

## From Guest Editor...

### SPIRITUALITY IN MANAGEMENT



- Dr. Robert Ouimet

Spirituality and Management can never co-exist. But the contention of Dr. Robert Ouimet is that they can and should for the welfare of the organization and its employees. It is a very hard work to do – increasing the well being of the employees and at the same time promoting competitive productivity and profits. Since these two concepts are poles apart, it becomes a struggle to bring them

together and the struggle is a constant one. So as not to get discouraged one needs help from the Almighty. This concept is a unique blend of economic performance and the strong desire and courage to continue the moral, spiritual and religious commitment. It is a continuous striving to strike a balance between profoundly human and spiritual values and economic values in an organization. The ultimate aim is to spiritualize the organization and the people in the organization.

Dr. Robert Quimet has proposed a management model that aims at fostering profoundly human and spiritual values inside an organization while also promoting, encouraging and stimulating the progressive growth of productivity and competitive profits. The point of spiritualizing an organization is to make it shine, like a person. An organization serves people and not the opposite where human dignity is put first. When decisions are made economic criteria should come second and not first. It is possible to achieve such a highly difficult

task by valuing people as human beings and not as cogs in the production process. They are not instruments, resources or human capital. An organization that practices this theory shines like a lighthouse. The glow of such organizations often illuminates the families of the personnel and the surrounding communities.

By introducing spirituality into the workplace an organization begins to shine and individuals can more deeply root themselves in the values which are alive in them and which motivate them. But it is easier said than done because people regularly feel the tensions between their day-to-day activities and their spiritual aspirations and thus seek a balance between the two. It is one of the major responsibilities of an organization to seek to balance the constant tensions between the human and economic aspects. But it is possible that the human and economic aspects can grow together with the help of a God of Love, the Supreme Being, or any self-chosen spirituality or religious tradition.

It is therefore quite possible in the workplace and in a healthy climate of individual and collective freedom, to offer humanizing and spiritualizing values. This will not cause bankruptcy as many people over the years have predicted. But on the other hand it ensures sustained and long-term growth in human development, in the rehumanizing of the workplace, well being, competitive efficiency and growth of profits.

To make the above said impossible concept to become a reality, Dr. Robert Ouimet has introduced a model and there is an urgent need to start using the model. The model is the Integrated System of Human Management Activities (human ISMA). This noneconomic management system aims at progressively rehumanizing the workplace. It can do so because it brings deeply human values to the personnel of the organization. These values help to give more and deeper meaning to people's work and foster an environment that is conducive to all round growth of the personnel and the organization.

There are many key causes for the ever-present tensions between the human ISMA and economic ISMA in today's economic systems all over the world. The imperatives of efficiency

and competitive profits at any cost regularly unseat the primacy of human dignity and the sustained growth of human well being in the workplace. These tensions can be considerably relieved with the activities of the human ISMA which bring to the workplace numerous humanization and spiritualization values. In between the human ISMA and the economic ISMA there is a keystone. This keystone represents the numerous, profoundly human and spiritual values brought into the workplace by the many activities of the human ISMA. Also, the keystone represents a God of Love, the Supreme Being and the spirituality and religious tradition chosen by each individual in a wonderful climate of freedom. The keystone and its activities in the workplace bring to everyone additional wisdom, courage, authenticity, human caring and compassion. This

keeps the two management systems in balance.

The positive and very innovative synergy between the two ISMAs, human and economic, in team work with the keystone, will generate and continue to generate a cluster of very positive results. That is to reconcile in a climate of freedom the spiritualization of an organization and human well being with competitive efficiency and growth of profits.

## From the Chief Editor's Desk

Farewell is a moment of profound experiences for the teachers and the students. It indicates a transition from a life of interdependency to a life of self dependency. It is a valued time to cure and heal; forgive and forget; love and bond. It is a time of awakening to the world outside, a time of enlightenment and the time to brace oneself for new experiences, confrontations, challenges, struggles, careers and success. Farewell is also a moment of pain, the pain of separation and evolving. Just as a butterfly undergoes a painful metamorphosis to enjoy a colourful life of freedom and utility, it is necessary for a student to go through the painful life changing experience of farewell to live his or her own colorful, beneficial and successful life.

Farewell is a time of self realization where they realize that they will face professional and personal challenges in life which they need to overcome with confidence and

courage. When students enter college they are clay ready to be moulded into beautiful and useful vessels by the potter. During the time of their study they undergo a sea change through various learning and experiences. And at the end the clay becomes the potter's well equipped to shoulder mammoth responsibilities and carry out multifarious tasks.

At the end of the day a student has learnt that his college education has exposed him to many kinds of people and ideas in and out of the classroom, which has dispelled his fears and misconceptions which enables him or her to be very sure about his or her ideas.

A college degree not only builds critical skills but it also fully prepares students for real-world challenges. Despite the substantial pressure to make good grades and to complete assignments on time, college experiences shape the students to meet the demands of personal and professional life.

Students may feel it cumbersome to abide by the rules in the college, as

they enter with several aspirations for college life, but in a due time they also realize that how important it is. It brings discipline in their behaviour which further decides how responsible would be their social conduct in the future.

Focus on positive attitude can also be one of the most important skills and talents students need to reflect on while embarking their career. Positive attitude prepares students to face situations in life which will expose them to other people. This is very crucial as it will create a lasting impression on others.

Positive attitude can also be a powerful tool when dealing with oneself affects self-talk which further has greater impact on decision making in life.

## GURUBODH



### KEEP NO DOUBT

Guruji says 'Do not Doubt, Doubt is poison.' Little doubt can spoil the tranquility of mind. When doubt rises it has to be immediately cleared through data, information and thinking.

Guruji says 'trust people. Trusted people will behave in noble manner. Whenever you doubt any person, clearly put the doubts about the person in front of him and allow him to clear the doubts of your mind. Build the relationship of faith by fulfilling your own commitments.

Whenever you have any doubt call for group discussion and share your thoughts.

Guruji says that 'Group is similar to God.' Group will generate an optimal decision which helps to

clear doubts. When you doubt the abilities and skills of people arrange for suitable training and learning and ensure that development occurs on continuous basis. Find out Gurus and with their help drive away the darkness of doubt with sun light of clarity.

When you have any doubts destroy the doubt by yourself with the knowledge that is inside you.

Remind yourself about your determination to fulfill your mission. The torch lights which will remove the doubts are Shraddha (faith) and present reality. When one is holding knowledge, mission, faith and present reality there is no room for any doubt.

On the top never doubt the supreme energy. It is ever present and ever ready to give you messages, to clear your doubts. It continuously gives you noble messages through instinct, intuition, intellect and inspiration.

Whenever doubts occur allows the instinct, listen to intuition, use the intellect and accept the inspiration.

Then one becomes clear, confident, comfortable and complete person.

**Compiled by  
Joe Marry George**

## **SEMCOM Updates**

### **Annual Day**

In the academic year of any college, if asked to list out one event that everyone is been looking forward to, then unsurprisingly it would be 'Annual Day'.

This year SEMCOM College celebrated its Annual Day on 5th February 2010. Mr. Rajiv Vastupal, Chairman, Rajiv Petrochemicals Pvt. Ltd. Ahemadabad, and Group Chairman of Team Rajiv was the Chief Guest and Dr. C.L. Patel, honourable Chairman, Charutar Vidya Mandal presided over the function. Principal S.M. Patel, Principal R. P. Patel, Mr. Hiren Vakil, Shri Bhupendrabhai Patel and Principal B.M. Thakker were some of the other invited dignitaries. The function was organized on a grand scale under the able and zealous guidance of Dr. Nikhil Zaveri, Principal and Director, SEMCOM, Dr. Sunny Thomas, Vice President, and Ms. Digna M. Patel, General Secretary, Students' Council.

Throughout the academic year students have strived very hard to excel in various fields and have also brought laurels making everyone happy and proud. The students were honoured and the honours were done by the Chairman and the Chief Guest. Rising Star of SEMCOM, Jewels of SEMCOM, Scroll of Honour (Students), Achievement Award, Outstanding Personality Award, Best Student Award, Enlightened Parents Award, Elecon Challenger Award, Alumnus Award were some of the important awards given to encourage the students who participated and as a tonic to boost the morale of the other students.

Mr. Rajiv Vastupal expressed his extreme happiness to be a part of the grand occasion and celebration of victories. He opined that he had never before seen such meticulous planning and endless achievements. He said that commerce education teaches one, how to be an entrepreneur and management imparts the ability to run the business successfully and

effectively. The world is changing at a great pace that one has no time. Each day is characteristically different from the previous one. The impact of globalization has a tremendous impact that what happens in one corner of the world affects the entire world. An entrepreneur should have the talent to spot opportunities and identify the time. Ambition should be converted to vision which is the art of seeing invisible things and this makes the goal easier to achieve. One should be able to confront challenges and have the desire to learn. Taking advantage of the available opportunities one should be able to explore new horizons. He observed that there was a great bonding in the college which touched his heart. The celebration culminated with the National Anthem followed by dinner.

### **Elocution Competition**

SEMCOM College aims at fostering not only theoretical skills by providing quality education but also targets oratory skills. As a

part of it, in the academic year 2009-10, Elocution Competition was organized on 27-01-10.

The topics for the Elocution competition were (1) The role of Gujarat in human development across the country (2) Swarnim Gujarat: Good, bad or Ugly (3) Global business environment will kill the world soon.

Students from various disciplines participated enthusiastically in the competition. Having scrutinized by the Elimination round finally 20 students were selected for the competition.

Ms. Arti Vyas and Prof. Sudhir Mukherjee were invited to judge the competition. The first prize was bagged by Shailee Sheth (SY BCA). Second prize was shared by Shobhana Menon (FY BBA) and Karna Shelat (TY BBA) while the third prize was given to Drashti Surti (TY BCA)

### **Farewell**

Excuse me, then! you know my heart; But dearest students, alas! must part.

~John Gay

It has been said that what starts at one point must end. Farewell indeed is one of these occasions. This year college celebrated farewell day on 23rd February 2010. Students expressed their profound experiences throughout their period of study. It was heartening and rewarding. Students were given memento as souvenir. The celebration ended with a dinner at the college.

### **Management Skit Competition**

'What We Think, Others Don't'. This is the punch line of SEMCOM. Every year these words have been proved distinctly by innovative practices initiated at the college. The academic year 2009-10 was also no exception. This year SEMOCM College came up with a fascinating idea of integrating two different fields, 'Management' and 'Theatre' into one core.

Under the able guidance of our Director Dr. Nikhil Zaveri, College came up with a novel activity called 'Management Skit Competition'. Students were provided with extensive training

through a workshop conducted by Dr. Navneet Chauhan, Head of Hindi Department, S P University. Participants prepared their own scripts which were edited and shaped in a presentable manner.

The competition was organised on 26th January 2010. Mr. Nishith Dave and Mr. Kumar Bhoi were the jury members. Four teams were selected for the final competition who presented their unique ideas and concepts. The team from TY BBA bagged the first prize. Consolation prize was given to the team from FY B.Com.

The event was well coordinated by Mr. Nimesh Joshi, Mr. Nimesh Raval, Ms. Vaishali Trivedi and Mr. Milan Pandya.

### **Saptadhara**

CVM and Commissionaire of higher Education hosted a State level Youth Festival called 'SAPTADHARA' in the month of January. Seven different arts and skills were incorporated to give a boost to extracurricular activities among students. It was inclusive of sports and cultural events.

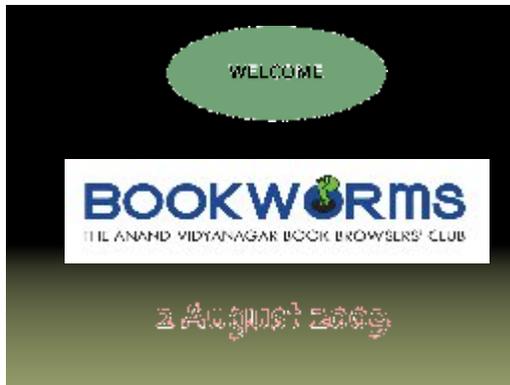
20 students from SEMCOM College participated in the competition and brought laurels to the college.

### **Swarnim Gujarat Traditional Show**

Swarnim Gujarat year is being celebrated across the state and SEMCOM imbibed the spirit. A Traditional Show was organised under the Swarnim Gujarat celebration.

Traditional Show was organised on 1st February 2010. 30 students participated in the Show walking the ramp in various attires depicting the rich cultural heritage of Gujarat. The attires ranged from sarees, kurtas to Chaniya choli.

The event was coordinated by the Students' Council.



**Book Reviewer:** Prof. Dr. Hitesh Bhatt

**Compiled by:** Mr. Sunil V. Chaudhary

**Book Reviewed:** Maverick

**Author:** Mr. Ricardo Semler

**Ricardo Semler** (born 1959 in Sao Paulo) is the CEO and majority owner of Semco SA, a Brazilian company best known for its radical form of industrial democracy and corporate re-engineering. Under his ownership, revenue has grown from US\$4 million in 1982 to US\$212 million in 2003 and his innovative business management policies have attracted widespread interest around the world. TIME featured him among its Global 100 young leaders profile series published in 1994 while the World Economic Forum also nominated him. He has since written two books in English on the transformation of Semco

and workplace re-engineering: Maverick, an English version of "Turning Your Own Table" published in 1993 and an international bestseller, and The Seven Day Weekend in 2003.

### **Book Review**

The book review of the book Maverick was done by Dr. Hitesh Bhatt. According to him this is a must read book for all management students. Maverick means an unorthodox, independent minded person. Ricardo Semler, the author himself is 'Maverick'. What makes Ricardo a Maverick is the transformation he brought in his company Semco.

Ricardo's journey at Semco  
Emergency Surgery – in place of herbal treatment -15 (of 25) top executives of Semco fired in half a day.

Developed a team of professionals – Ernesto, Harro, Clovis, Alipia and a few more .

Hit the road to try & drum up some new businesses -persuade some companies to let Semco manufacture pumps and mixers in Brazil under license.

Sold mixers to Alcoa for their aluminum mill - under license from Philadelphia Gear Corp

By 1983 made money, and made its first acquisitions -- buying Flakt, the Brazilian subsidiary of the Asea Brown Boveri group and Baltimore Aircoil, a subsidiary of Merck Sharp & Dohme, Hobart (a subsidiary of Dart & Kraft)

Ernesto put the system in place

Simultaneously, Ricardo launched a major campaign to rid Semco of irrelevant rules and regulations - based on his intuition and common sense - that would, eventually, change the culture at Semco - started with Security check at the gates\*, Time clocking in, Parking, Dress code, office walls, dining rooms, visiting union's office etc - to create an atmosphere in which employees were treated like responsible adults rather than like children - focus only on making, selling, billing & collecting

Factory Committees, Weekly Meetings to solve problems (A company should trust its destiny to its employees, craftsmen of 18th & 19th century needed no

supervision, stonecutter & craftsmen parable)

Robin Hood Meal Plan (70% to 95/5% subsidy on meals)

Split business when it exceeds 150 persons (Volvo car) - enhanced creativity and team work, costs were offset by outsourcing, no quality control section, self supervision, setting high targets and meeting them

Striking was welcome - 'the Bananas ate the Monkeys', analysing strikes and never victimizing the leaders

Profit sharing plan (40% taxes, 25% dividend, 12% reinvestment in plants, & 23% for profit sharing - same)

Miles of files (Bi-annual clearing of files)

No secretaries, receptionist (story of 10' & 22 hrs)

Headline Memos (school bus, mayor, broken glass, children, strike) - maximum one page with Headline

Affirmative action for women

Job rotation for all (between 2 to 5 years in one place)

Professional Re-cycling (sabbatical/hepatitis leave)

Help in real need & not for car/home

Hiring & firing of the superior by juniors (workers valued respect and dignity over more money)

Manufacturing cells in place of assembly line operation

Rounding the pyramid in 1986 – from 12 layers to 3 and only 4 categories – reduced positions, duplication, and costs.

What makes Ricardo a Maverick?

By 1993: Semco's revenues had risen 600%, despite the fact Brazil was in the middle of a sustained recession.

Worker productivity had risen 850%. (From a turn over of \$10,800/- per employee in 1980 to \$ 92,000/- in 1992.

Profits increased by 500%.

The company had a back-log of 2,000 people who would like to become employees of Semco.

Semco was totally debt free.

2,700 companies, 200 magazines and almost all the major TV networks have visited Semco since 1985 because this is THE WORLD'S MOST UNUSUAL WORKPLACE and that is where MAVERICK played the key role.

**Some of the quotes from Maverick are as follows:**

### **Job Security and Age**

Anyone who has been with us for three years, or has reached the age of 50, has special protection and can only be dismissed after a long series of approvals. This doesn't mean Semco has a no-layoff policy, but it helps to increase the security of our people.

### **Organization Chart**

Semco doesn't use a formal organization chart. Only the respect of the led creates a leader. When it is absolutely necessary to sketch the structure of some part of the company, we always do it in pencil, and dispense with it as soon as possible.

### **Hiring**

Before people are hired or promoted, the others in that unit have the opportunity to interview and evaluate the candidates.

### **Working Environment**

We all want our people to feel free to change and adapt their working areas as they please. Painting walls or machines,

adding plants or decorating the space around you is up to you. The Company has no rules about this, and doesn't want to have any. Change the area around you, according to your tastes and desires and those of the people who work with you.

### **Authority**

Many positions at Semco carry with them hierarchical authority. But efforts to pressure subordinates or cause them to work out of fear or insecurity, or behaviour that shows any type of disrespect, are considered an unacceptable use of authority and will not be tolerated.

### **Participation**

Our philosophy is built on participation and involvement. Don't settle down. Give opinions, seek opportunities and advancement, and always say what you think. Don't be just one more person in the Company. Your opinion is always interesting, even if no one asked you for it. Get in touch with the factory committees, and participate in elections. Make your voice count.

Evaluation by Subordinates

Twice a year you will receive a questionnaire to fill in that enables you to say what you think of your boss. Be very frank and honest, not just on the form but also in the discussion that follows.

### **Change**

Semco is a place where there are big changes from time to time. Don't worry about them. We consider them healthy and positive. Watch the changes without fear. They are characteristic of our company.

### **Working Hours**

Semco has flexible working hours, and the responsibility for setting and keeping track of them rests with each employee. People work at different speeds and differ in their performance depending on the time of day. Semco does its best to adapt to each person's desires and needs.

### **Unions**

Unions are an important form of worker protection. At Semco, workers are free to unionize and the persecution of those connected with unions is absolutely forbidden. Unions and the company don't always agree

and get along, but we insist on mutual respect and dialogue.

#### Clothing and Appearance

Neither has any importance at Semco. A person's appearance is not a factor in hiring or promotion. Everyone knows what he or she likes or needs to wear. Feel at ease- wear just your common sense.

#### Vacations

Semco is not one of those companies that believe anyone is irreplaceable. You should all take your 30 days of vacation every year. It's vital for your health and the Company's welfare. No excuse is good enough for accumulating vacation days for later.

Maverick's Relevance in today's organizations & Semler's final words

Semco became Semler Free (reporting loss)

He has insulated Semco from his children

"Semco isn't a model, with programme to be followed with precision - it is in fact an invitation for companies to consider

themselves and their employees. Invitation to concentrate on building organizations that accomplish the most difficult of all challenges - "To make people look forward to coming to work in the morning....."

**COMPILED BY:**

**MR. SUNIL V. CHAUDHARY**

## My Voice:

### Inflation, is it taking away your sleep?

Not so long ago Indian economy was flourishing. There was a talk about 8 to 9% GDP growth rate. Now a day there is lot of pessimism and everybody is talking about increasing prices of necessities.

We have a huge challenge to tackle in form of food inflation, which has increased from modest level of 5% to 20% and soon may be out of control. There has been consistent increase in the prices of food grains, vegetables, oil, milk and other daily necessities. There is an increase in the international prices of crude oil. Government unable to bear the burden of the subsidies has pass part of crude oil price increase to the consumer. These may again fuel inflation. In this situation, the worst sufferers are vast majority of daily wage earners, salaried middle class and retired employees. They may have trouble, as cost of living goes up.

Fiscal and monetary measures have not given desired results to control

inflation. There is urgent need to tackle inflation before it goes out of control. There is a need to regulate prices of food grains, oil, vegetables and other daily necessities. Ours is a mixed economy where prices are determined by the forces of demand and supply. One of the ways to regulate prices will be to increase supply, avoid hoarding, black marketing and ensure proper storage as well as transportation of food grains and other supplies. Farmers need more than loan waivers. Farmers must be trained for raising agricultural productivity, proper irrigation facilities must be provided to farmers and farming must be modernized. Food items must be kept away from speculation and forward trading. We need to search for alternative source of energy, which is not oil or coal based.

Consumers need to be educated to spend wisely and avoid extravagant expenditure on marriage and other social functions. There is need to improve infrastructure like roads which can cut down transportation

cost. Sixty years after independence if we cannot solve the problems of food, clothing, shelter, clean drinking water, proper water supplies, infrastructure, water logging during rainy season, illiteracy we have no right to say that we are the emerging global economic power. To conclude before speaking and dreaming big do not forget small things. There is an urgent need to develop infrastructure, agriculture and healthcare.

Sunil V. Chaudhary

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## Contributors:

"DRIVE" is regular monthly e-news letter published by SEMCOM. This e-news letter deals in all aspects of management, commerce, economics, technology and Humanities. It is open for all students, alumni, teachers and professionals dealing with above stated areas.

Your contribution in the form of research papers, articles, review papers, case studies are invited for publication. All papers received by us will be published after the approval of our Editorial Team.

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