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## Editorial Team:

Chief Editor	: Dr Nikhil Zaveri
Managing Editor	: Ms Nishrin Pathan
Executive Editor	: Ms Hebzibah Mary
Technical Editor	: Ms Reshma Pathak

# DRIVE

## From the Chief Editor's desk:

### Accreditation: A Students' Perspective

The evolution of the world into a more complicated and defined one has called for revolutionary changes in all areas of life. The most definite change is needed and is felt in the field of education. Education is and will be the key to success and but never the only means of success. Nevertheless education contributes a lot to what matters the most in one's life – survival and success. Merely earning degrees from colleges indiscriminately will not do the wonders. Modern day students have realized the inevitability of obtaining a degree that is relevant and meaningful and most importantly from an institution that meets the demands, the challenges and the requirements of the modern age.

A glance at the world has made students realize that an institution which is measured and judged in terms of its quality and quantity is worthwhile. An accredited institution is what students are looking for to pursue their higher studies. Quite well they have learnt that an accredited institution is the sole answer to their pursuit of survival and success.

Accreditation is the process of being evaluated on the basis of quality, competency, services and programs. An institution's processes, functions and operations are required to meet certain standards set by the accrediting agencies. Hence accreditation is difficult to get and retain for the standards are to be sustained consistently. This adds to the value and image of an institution making it stand apart from its counterparts. The greatest advantage would be to the students who are immediately recognized at the national and global level as students with better cutting edge and wholly developed personalities.

Students in accredited institutions enjoy quality education, adherence to strict academic standards, wider exposure, greater recognition and better job opportunities. The challenges and the call for true talents and skills brought about by the transition in all walks of life have made accreditation mandatory. An accredited institution offers a full return on a student's investment for the modern age considers education a big financial investment. It assures students of quality, all-inclusive and comprehensive education that strengthens and broadens future prospects. Getting admission in an accredited institution alone does not ensure success and hence a student, time and again, is reminded of his responsibilities and obligations which make him work harder and more determined and focused. Moreover an accredited institution demands a lot from students setting rigorous guidelines for all curricular and extra-curricular activities. This process brings out the best in students, for such institutions do not settle for anything that falls short of perfection and excellence. This in itself is a great learning experience that sets the stage for experimental learning, thinking out of the box and going beyond classrooms and textbooks.

While students undergo such rigorous academic activities they learn to go beyond their capabilities and do not restrict themselves to set limits. They push themselves to reach the set goals whereby their inherent skills are enhanced and enriched and also they acquire hordes of new skills. This is inevitable, for the modern worlds has adopted a multi and inter disciplinary approach in all functional and operational areas. It encourages exploring within and without and reaching a conclusion that is based on applicability, relevance, purpose and experiment rather than solely on theory. The knowledge thus gained is all encompassing.

Accreditation motivates both the institution and the students to go for constant and continuous self-appraisal in terms of performance, effectiveness and approach. Accredited institutions unceasingly provide opportunities for students to hone their skills and thereby produce students who are not only a part of the change but will be the desired change themselves. The entry of such students

into the professional world is marked and effective thus making them stand apart from the crowd. They are more employable and dependable and are professionals who can weather any storm and still come out unscathed.

Institutions in order to retain their accreditation and to maintain standards go for constant monitoring and evaluation of trends, practices, innovations and programs in the outside world as a result of which their programs are upgraded periodically. The best beneficiaries of the up gradation will be the students who take due advantage. So students even before they step into the professional world know what is expected of them for they are armed with required technical and professional skills and they take in their stride the dynamic and workforce needs with ease and compatibility thereby sealing their success.

**By:**

**DR. NIKHIL ZAVERI**

**DIRECTOR & PRINCIPAL,**

**SEMCOM.**

### SEMCOM Updates:

#### Industrial Tour:

A one day industrial tour was organized for SYBBA – ITM students on 11th September 2013 and they were taken to Rishi Laser Ltd., Vadodara and Laxmi Toor Dal, Vadodara. The coordinating faculty members were Ms. Nehal Daulatjada, Mr. Renil Thomas and Mr. Bharat Tarapara.

#### Summer Training Award:

Summer Training Award is instituted at SEMCOM to encourage students to go for summer training where they can get knowledge about the practical application of theories they have learnt in classroom. During the year 2013 more than 200 students went for Summer Training during their summer vacation in various industries within India as well as outside India, out of which more than 150 students successfully completed their summer training and submitted reports. Out of that 20 reports were selected for presentation at the final competition after screening by faculty coordinators. The final competition was held on 21st September, 2013 and Prof. (Dr.) R. P. Patel, Professor and Head at G. H. Patel Post Graduate Institute of Business Management, Sardar Patel University and Shri Sheel Dholakia, an Industrialist, were the judges.

#### World Education Fair:

World Education Fair was organized in SEMCOM in association with Winny Consultancy on 23rd September 2013. The Vice President of Students' Council, Dr. Ankur Amin, coordinated the event which saw representatives from Australia, Canada, New Zealand, the United States of America and the United Kingdom. These representatives interacted with SEMCOM students and gave information about the different courses, programs and education institutions in these countries.

## Preliminary Examination:

Preliminary Examination was conducted between 4th October 2013 and 17th October 2013 and the coordinators were Dr. Swaty Parab and Ms. Nishrin Pathan.

## Sharad Poornima Ratri Garba:

Sharad Poornima Ratri Garba was organized by the Students' Council along with the Vice President, Dr. Ankur Amin. The Chief Guest for the grand occasion was Dr. Rahul Gupta, Collector, Anand. The other esteemed guests included Dr. C. L. Patel, Chairman, Charutar Vidya Mandal and Prof. S. M. Patel, Secretary, Charutar Vidya Mandal. The event was organized on 18th October 2013 and at Manglik Party Plot.

## Garba Competition:

On 14th October 2013 Garba Competition was organized by Vallabh Vidyanagar Nagar Pallika in which 12 girls from SEMCOM participated and bagged the second prize.

## **Book Review:**

### Political Theory (Ideas and Concepts)

- **Sushila Ramaswamy**

This book is on the subject of political theory. It has been written by a professor of Political Science at the University of Delhi.

This book is a comprehensive treatise on political science. The author has tried to give a condensed and qualitative material on the subject. There is extensive reference to the authoritative books and material on the subject.

The author has covered nearly all the dimensions of political theory. This includes basic concepts, the state, democracy, citizenship, sovereignty, rights, liberty, justice, equality, property, development, welfare state and social change. All these are the fundamental counterparts of a state, and political theory is very much concerned about the same. All these aspects are elaborated specifically, covering the concept, background, importance and the current position. As clarified in the book, political theory reflects upon political phenomenon, processes and institutions and on actual political behavior by subjecting it to philosophical or ethical criterion. It considers the question of the best political order, which is part of a larger and a more fundamental question, namely the ideal form of life that a human being ought to lead within a larger community.

The history, logic and utility of the political philosophy are elaborated with reference to the work done by the pioneers in the field. The relevance of those concepts and reference is also tested well. Various political ideologies are referred right from 1224 AD. The utility of political theory is also referred at length from various dimensions.

The state is the pivot of political theory and politics primarily revolves around the state. The history of a state is elaborated and the metamorphosis in the concept of state has been discussed at length. The relation of state and society is also analyzed at length. The concept of state has been analyzed from different perspectives like politics, sociology,

religion and economics. The author has also tried to elaborate different types of states. There is a reference to the features of a totalitarian state. In the analysis, there is a reference to (a) tribes without rules (b) chiefdoms (c) city states (d) empires (e) feudalism (f) estates (g) absolute states and (h) modern states.

An important facet of a state is its sovereignty. This means that in every full-fledged or independent state there is an ultimate authority that is final and the highest, beyond which there is no appeal. This is explained with reference to the monist (legal) theory, Hobbes, Rousseau, Bentham, Austin, Green and Hayek.

Another very important aspect of political theory, which is Citizenship, is also elaborated at length. Citizenship connotes a status defined with reference to a set of particular rights and duties. It is also an identity, indicating one's membership in a political community. This identity is shared in common by different groups in society and thus is integrative in nature. The history of the concept of citizenship is elaborated right from 421 BC to the modern reference of the concept.

The concept of justice with reference to a state is also discussed at length. It is the legitimacy and right of a state to be fair and just, protecting the subjects. Individuals accept social regulation or cooperation unless the conditions on which society functions are reasonable. Different conceptions and theories are covered at length. In particular, the well-known "Liberal theory" propounded by John Rawls has been discussed at length. John Rawls has published a treatise on Justice called "A Theory of Justice" in 1971. This is an authentic and well known theory of justice. Rawls advocated three basic principles (1) a guarantee of the fair value of the political liberties so that these are not purely formal (2) fair equality of opportunity and difference principle.

Another relevant facet of democracy is discussed at length. Democracy means the rule by the people as contrasted with the rule by a person or a group. As defined by Joseph Schumpeter, democracy is a

political method to arrive at political, legislative and administrative decisions by placing in certain successful pursuit of people's vote. He advocated the following basic requirements for a successful democracy: (1) the caliber of politician must be high, (2) competition between rival leaders and parties must take place within a relatively restricted range of political questions, bounded by consensus on the overall direction of national policy, on what constitutes a reasonable parliamentary programme and on general constitutional matters, (3) a well-trained independent bureaucracy of good standing and tradition must exist to aid politicians on all aspects of policy formulation and administration, (4) there should be democratic self-control and (5) there must be a culture capable of tolerating difference of opinion.

The concept, historical perspective, opinions of the authorities on basic issues, components of the political theory and other relevant issues are discussed at length and given justice. However, the concept of welfare state is not covered as required, as the state should be a welfare state.

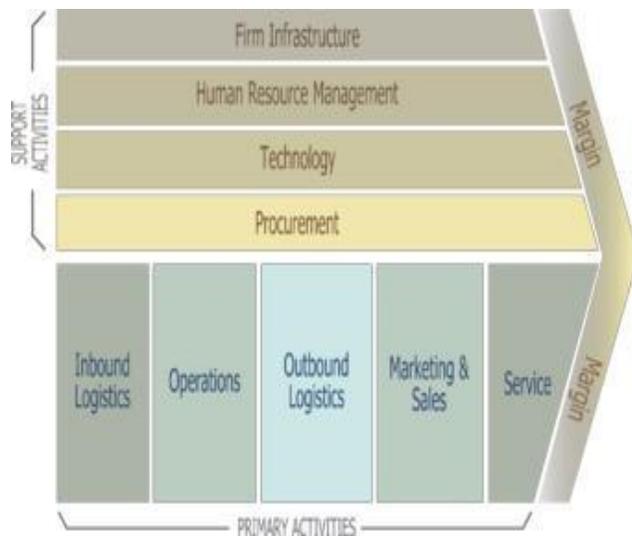
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## ARTICLE: Customer Value Chain



The value chain, is a concept from business management that was first described and popularized by Michael Porter in his 1985 best-seller, *Competitive Advantage: Creating and Sustaining Superior Performance*.

### Customer Value Chain at Firm Level

A value chain is a chain of activities for a firm operating in a specific industry. The business unit is the appropriate level for construction of a value chain, not the divisional level or corporate level. Products pass through all activities of the chain in order, and at each activity the product gains some value. The chain of activities gives the products more added value than the sum of the independent activity's value. It is important not to mix the concept of the value chain with the costs occurring throughout the activities. For example, a diamond cutting, as a profession, can be used to illustrate the difference of cost and the value chain. The cutting activity may have a low cost, but the activity adds much of the value to the end product since a rough diamond is significantly less valuable than a cut diamond. Typically, the described value chain and the documentation of processes, assessment and auditing of adherence to the process routines are at the core of the quality certification of the business, e.g. ISO 9001.

## Requirements of value chain

1. Coordination and collaboration investment in information technology.
2. Changes in organizational processes.
3. Committed leadership.
4. Flexible jobs and adaptable, capable employees.
5. A supportive organizational culture and attitudes.

### Activities (with Examples)

The customer value chain categorizes the generic value-adding activities of an organization. The "primary activities" include: inbound logistics, operations (production), outbound logistics, marketing and sales (demand), and services (maintenance). The "support activities" include: administrative infrastructure management, human resource management, technology (R&D), and procurement. The costs and value drivers are identified for each value activity

### Customer Value Chain at Industry Level

An industry value chain is a physical representation of the various processes that are involved in producing goods (and services), starting with raw materials and ending with the delivered product (also known as the supply chain). It is based on the notion of value-added at the link (read: stage of production) level. The sum total of link-level value-added yields total value. The French Physiocrat's *Tableau économique* is one of the earliest examples of a value chain. Wassily Leontief's Input-Output tables, published in the 1950s, provide estimates of the relative importance of each individual link in industry-level value-chains for the U.S. economy.

## Significance

The value chain framework quickly made its way to the forefront of management thought as a powerful analysis tool for strategic planning. The simpler concept of value streams, a cross-functional process which was developed over the next decade, had some success in the early 1990s.

The value-chain concept has been extended beyond individual firms. It can apply to whole supply chains and distribution networks. The delivery of a mix of products and services to the end customer will mobilize different economic factors, each managing its own value chain. The industry wide synchronized interactions of those local value chains create an extended value chain, sometimes global in extent. Porter terms this larger interconnected system of value chains the "value system". A value system includes the value chains of a firm's supplier (and their suppliers all the way back), the firm itself, the firm distribution channels, and the firm's buyers (and presumably extended to the buyers of their products, and so on).

Capturing the value generated along the chain is the new approach taken by many management strategists. For example, a manufacturer might require its parts suppliers to be located nearby its assembly plant to minimize the cost of transportation. By exploiting the upstream and downstream information flowing along the value chain, the firms may try to bypass the intermediaries creating new business models, or in other ways create improvements in its value system.

Customer value chain analysis has also been successfully used in large Petrochemical Plant Maintenance Organizations to show how Work Selection, Work Planning, Work Scheduling and finally Work Execution can (when considered as elements of chains) help drive lean approaches to maintenance. The Maintenance Value Chain approach is particularly successful when used as a tool for helping Change Management as it is seen

as more user friendly than other business process tools.

Customer value chain analysis has also been employed in the development sector as a means of identifying poverty reduction strategies by upgrading along the value chain. Although commonly associated with export-oriented trade, development practitioners have begun to highlight the importance of developing national and intra-regional chains in addition to international ones.

## Benefits

Value Chain Analysis provides a generic framework to analyze both the behaviour of costs as well as the existing and potential sources of differentiation.

Porter emphasized the importance of (re)grouping functions into activities to produce, market, deliver and support products, to think about relationships between activities and to link the value chain to the understanding of an organization's competitive position.

The value chain made clear that an organization is multifaceted and that its underlying activities need to be analyzed to understand its overall competitive position. An organization's strengths and weaknesses can only be identified in relation to the profiles of its direct competitors. Competitive advantage is derived from an integrated set of decisions on these key activities.

The value chain model was intended as a quantitative analysis. It can also be used as a quick scan to describe the strengths and weaknesses of an organization in qualitative terms.

With the Value Chain Analysis, Porter tried to overcome the limitations of portfolio planning in multidivisional organizations. The concept of Strategic Business Units stated that businesses within a conglomerate should act independently while headquarters should be responsible only for budgetary decisions to be based on a business unit's position in the overall portfolio. Porter used his Value Chain Analysis to identify synergies or shared activities between Strategic Business Units and to provide a tool to focus on the whole rather than on the parts.

### Limitations

The quantitative analysis is time consuming since it often requires recalibrating the accounting system to allocate costs to individual activities. Porter provided qualitative guidance for a quantitative exercise. His analysis began with identifying the relevant activities that lead to competitive differences and are significant enough to influence the organization's overall cost base.

The Value Chain Analysis should be accompanied with a customer segmentation analysis to mix the internal and external view. A feature or product provides the firm with a differentiating competitive advantage only if customers are willing to pay for it. Customer value chains need to be analyzed to determine where value is created.

The value chain is used to analyze a firm's position in relation to its direct competitors with the assumption that rivalry drives profitability. This excludes other assumptions such as customer bonding in Alexander Hax's delta model.

The Value Chain Analysis was developed to analyze physical assets in product

environments. Other authors amended the model to accommodate intangible assets and service organizations.

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## Fin**te**lligence

### 'Rule of 72'

As we all know now, the compound interest has the power to turn small amounts into large fortunes if given enough time and the right rate of return. Now we shall understand the so-called Rule of 72. This rule allows the investor to quickly answer two questions:

How long will it take me to double my money if I earn X%?

What return must I earn if I wish to double my money in X years?

### Using the Rule of 72 when the rate of return is known

An investor who knows he can earn 12% on his money may ask the question, "How long will it take to double my money at this rate of return"? Using the Rule of 72, simply divide the magic number (72) by the investor's rate of return (12). The answer (6) is the number of years it would take to double the investment.

### Using the Rule of 72 when the number of years is known

The Rule of 72 can also be used backwards. An investor who wants to double his money in a certain number of years can use the rule to discover the rate of return he would have to earn to achieve his goal. A businessman who wants to double his money in four years, for example, would divide 72 by four. The result (18%) is the after-tax compound annual rate of return he would have to earn to meet his goal on time<sup>2</sup>.

<sup>1</sup> <http://www.investopedia.com/video/play/rule-of-72/>

<sup>2</sup>

<http://beginnersinvest.about.com/cs/21jumpstreet/a/012501a.htm>

## Inflation

This rule also helps you understand a thing or two about inflation. It helps you calculate the amount of time it will take for inflation to make the real value of money half. So, let us say that the average inflation is 7%. When you divide 72 by 7, the answer is 10.28. So, if you have Rs 1 lakh in your kitty today, it would take around 10.28 years for the value of the money to be halved<sup>3</sup>.

When dealing with low rates of return, the Rule of 72 is fairly accurate. This chart compares the numbers given by the rule of 72 and the actual number of years it takes an investment to double.

[http://www.firstpost.com/investing/why-72-is-a-magic-number-for-your-money-417931.html?utm\\_source=ref\\_article](http://www.firstpost.com/investing/why-72-is-a-magic-number-for-your-money-417931.html?utm_source=ref_article)<sup>3</sup>  
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Rate of Return	Rule of 72	Actual # of Years	Difference (#) of Years
2%	36.0	35	1.0
3%	24.0	23.45	0.6
5%	14.4	14.21	0.2
7%	10.3	10.24	0.0
9%	8.0	8.04	0.0
12%	6.0	6.12	0.1
25%	2.9	3.11	0.2
50%	1.4	1.71	0.3
72%	1.0	1.28	0.3
100%	0.7	1	0.3

Notice that, although it gives a quick rough estimate, the rule of 72 gets less precise as rates of return become higher. Therefore, when dealing with higher rates, it is best to calculate the precise number of years algebraically by means of the future value formula<sup>4</sup>.

**Note:** Keep in mind, that this is a rule of thumb and can be used to get rough results on money related calculations. Now that you know a little more about the number 72 and its rule, use it while dealing with your agents for quick verifications of facts.

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<http://www.investopedia.com/ask/answers/04/040104.asp><sup>4</sup>  
<http://www.investopedia.com/ask/answers/04/040104.asp>

## CommuniCare:

### Audio Books for Readers

The concept of audio books may be new to the Indian academic community but in western countries audiobooks have been used in schools by teachers to teach second-language. It has also been proven successful for learning-disabled or impaired students. Those who have problem in reading and those who are not interested in reading at all, audio books can be of great help to enjoy the literature of other language and 'listen' to many books.

Though having several benefit, audio books have not been widely used and most of the time not available to needy readers too. The cost is also one of the major challenges. However, listening to books and not reading the books can give different experience to the reader as reading engrosses the reader while listening can happen at easy go.

Denise Johnson in her article, "Benefits of Audiobooks for All Readers" enlists the benefits of audiobooks for all students. (1)

Audio books can introduce students to books which are above their reading level and they find difficult to interpret them.

Audio books can help students to critical listening as they get involved in listening and may not understand by context.

As the audio books can include paralanguage it is possible to point out different moods like anger and humor in books

If audio books are used rigidly in the class room context, students can be introduced to several literary genres which otherwise students may not consider on their own.

Audio books are of great help to learn and pronounce new vocabulary which are difficult in uttering due to foreign cultures.

Audio books can also help to avoid unfamiliar dialects or accents or old English

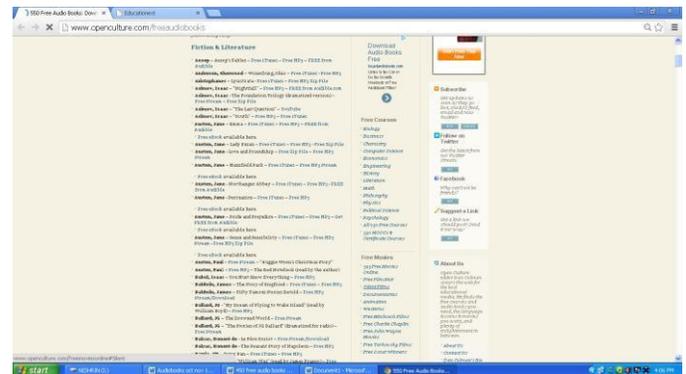
like that of Shakespearean and also old-fashioned literary styles.

Provide an opportunity of discussion for parents and children who can listen together at any place.

Recapture "the essence and the delights of hearing stories beautifully told by extraordinarily talented storytellers" (Baskin & Harris, 1995, p. 376)

There are many sources of audiobook reviews readily available online, such as KidsReads.com. Many audio books on fiction and non-fiction are available on: <http://www.audiobooksforfree.com/browse/Childrens/Children-Classics>

More than 550 audio books are available on <http://www.openculture.com/freeaudiobooks>



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## My Voice:

### Cricket from Don Bradman to Sachin Tendulkar

Growing up in a country, where cricket is passion, obviously meant that most of the children in India grew up with icon figures of cricketers as role models be it Sunil Gavaskar, who broke the record of Sir Don Bradman of scoring maximum centuries in test cricket, or Kapil Dev under whose captaincy India won the first World Cup way back in the year 1983 beating the fancied and favorites West Indies with the best pace attack of Malcolm Marshall, Michael Holding, Andy Roberts and Joel Garner, the best opening pair of Gordon Greenidge and Desmond Haynes, the best middle order consisting of Vice Captain Sir Vivian Richards and Captain Clive Lloyd with Larry Gomes, Gus Logie, and Jeff Duzon. Against all odds India successfully defended the modest total of 183 runs and defeated the favorites and two times world champions, West Indies. Under Sunil Gavaskar's captaincy India won the Benson and Hedges World Series defeating Pakistan in the final.

India lost the 1987 World Cup semifinal to England, as Greham Gooch applied sweep shot to good effect against the Indian spinners. The arrival of Saurav Ganguly as India's captain brought more vigor and competitiveness in Indian Cricket. India lost the 2003 World Cup Final to favorites Australia under the captaincy of Ricky Ponting and with star players like Adam Gilchrist, Hayden, Martyn, Glenn McGrath and Shane Warne. Then last came the 2011 World Cup where India under the captaincy of Mahendra Singh Dhoni, who is acclaimed as the best ever captain in Indian cricketing history, defeated reigning world champions Australia in quarter finals at Ahmedabad, Pakistan in semi-final at Mohali and Sri Lanka in final at Mumbai. The winning shot, a huge six hit by Captain Mahindra Singh Dhoni, forever erased the unpleasant memory of losing the Sharjah Cup final (Austral-Asia Cup, 1985-86)

where on the last ball Pakistan needed four runs for victory, Chetan Sharma bowled a full toss to Javed Miadad which Miadad hit for a six and India lost the match. Cricket has sporting rivalries like Ashes between Australia and England and in the sub-continent the famous rivalry is India vs. Pakistan, with India having a record of not losing a single World Cup match to Pakistan till date.

Our generation is lucky that though we were not born in the era of Sir Don Bradman but then we are indeed blessed to watch the genius of the great Sachin R. Tendulkar. The presence of Sachin Tendulkar always gave assurance to cricket fans worldwide that India is capable of chasing down any target or setting match winning target. For opponents the wicket of Sachin Tendulkar was very precious, as Sachin Tendulkar single handedly could change the result of the match in India's favour. The compliment from the legendary Sir Don Bradman, that Sachin Tendulkar has resemblance with Don Bradman's batting style, shows the class of Sachin Tendulkar. The recent retirement of Sachin Tendulkar from active cricket, seems like the end of an era with players like Saurav Ganguly, Rahul Dravid, Anil Kumble, V. V. S Laxman, Virender Shewag, Javagal Shrinath, Venkatesh Prasad and Zaheer Khan. But then there was Sunil Gavaskar era, Kapil Dev era and then Sachin Tendulkar era with Sachin Tendulkar breaking the record of Sunil Gavaskar of scoring maximum centuries in test cricket. In the new and current generation of cricketers few Indian players are watchable and match winners like Virat Kohli, Shikhar Dhawan, Rohit Sharma, Yuvraj Singh, Suresh Raina and Captain Mahindra Singh Dhoni. The worrying part is that in this list of match winners and stars there is no Kapil Dev, Madan Lal, Roger Binny, Mohinder Amarnath, Anil Kumble and Harbhajan Singh. India needs bowlers who can match the talent of Kapil Dev and Anil Kumble. Sachin holds the record of scoring maximum centuries in test cricket and one day internationals, a record which will motivate the upcoming young brigade of cricketers to beat the highest benchmark of batting and

sportsmanship set by Sachin Ramesh Tendulkar. By the way not a single cricketer has come closer to Sir Don Bradman's record of highest test average of 99.94 which is also a good benchmark for any batsman. Records are meant to be broken and hopefully we may have another Don Bradman or Sachin Tendulkar.

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### ManageAnt: Role of Advertising

Advertising is an all-pervasive facet of most growing communities. It has important consequences for the advertisers who use it and for individuals who are exposed to it. However, its economic and social impact is a subject of continuous controversy. The following aspects illustrate the basic purpose of advertising.

#### Communication with consumers

There is an increasing need for information about a wide variety of products as the economy expands and grows more complex. Advertising is a major way of establishing communication between manufacturers and other organizations providing services or trying to put across ideas and concepts, on the one hand, and customers, buyers and potential acceptors, on the other. Advertising is a reminder to the existing consumers and it aims at cultivating new prospects as well. Advertising has, therefore, been described as 'effective communication' with the target audience.

#### Persuasion

Advertising attempts to persuade prospective buyers to buy a product/service. According to Clyde Miller, all success in business, industry and similar activities depends upon the process of planned persuasion. In modern markets, the producer who is content with advertising that merely identifies or informs may soon find himself in a vulnerable position. The consumer should be aware of the advertiser's persuasive interest, no matter how restrained or informative the message may be.

#### Contribution to Economic Growth

Advertising contributes to economic growth by helping to expand the market, particularly for new products, and by helping to develop new market segments. A company which invests in research and development in order to develop new products has to depend a great deal on advertising for establishing the market for these products. In the broad social context, advertising can be a motivating factor for the less privileged as they may

be induced, to some extent, to make additional efforts and seek opportunities for increasing their purchasing power. Advertising is also a potent vehicle for achieving acceptance of desirable and useful concepts and ideas where the profit motive is minimal or missing altogether. This may be seen in the case of non-profit objectives, such as preventive aspects of public health, developing the small-family norm especially in over-populated countries, dissuading drunken driving, and so forth.

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## HR StuffNPuff

### Collective Bargaining In India

Collective Bargaining is a process involving discussions and negotiations between two groups representing Labour and Management regarding terms of employment. Collective Bargaining, a collective and continuous process, involves formation of bargaining agreements and the implementations of such an agreement. It is a flexible approach that attempts in achieving peace and discipline in the Industry. The principle of 'give and take' is infused in the principle of Collective Bargaining. As workers mainly in the formal sector are organized, collective bargaining is more commonly in vogue in the formal sector.

In India, the workers working in the formal sector, who constitute only seven percent of the total workforce are generally, in a position to gain from the collective bargaining mechanism and the vast majority of the workers engaged in the informal sector are largely untouched by this instrument in its standard form for improvement of their terms of employment. Generally, all enterprises which are either registered under the purview of any one of the acts like the Indian Factories Act, 1948, Mines and Minerals (Regulations and Development) Act, 1957, Plantation Labour Act, 1951 the Companies Act, 1956 the Central/State Sales Tax Act, Shops and Establishments Acts of the state governments are defined as part of the organized sector. Also included are all government companies, Departmental Enterprises and Public Sector Corporations. Also, all workers in the agricultural sectors except those working in the plantations are regarded as informal sector workers.

## TYPES OF BARGAINING

### 1. Conjunctive/Distributive Bargaining

Here, the parties try to maximize their respective gains. In this method, the parties try to settle economic issues through a zero-sum game. Zero-sum game is where 'my gain is your loss and your gain is my loss'. Neither party is willing to yield.

### 2. Co-operative Bargaining

Both parties are more open to coming down from their high horses and to co-operate. They are willing to negotiate the terms of employment in a flexible way. This willingness is because of recession and the need to be able to survive in such difficult times. This would not be possible without each other's support and hence co-operative bargaining. TELCO and Ashok Leyland resorted to co-operative bargaining when the automobile sector was going through a period of recession. Employees may now be willing to accept a cut in wages in return for job security. Management may also agree to modernize and bring in new technology and invest in marketing efforts in a phased manner.

### 3. Composite Bargaining

Workers tend to argue that productivity bargaining increases their workload. Rationalization, introduction of high technology, tight productivity norms hit the unions and workers below the belt. As a result, workers tend to favour composite bargaining. In this method, labour bargains for wages as usual. In addition, they also bargain for such issues that, if permitted, may result in lower employment in some other plant, diluting the bargaining powers of unions. E.g. Workers demand further equity in matters relating to work norms, employment levels, manning standards, environmental hazards, sub-contracting clauses,

etc. We see that workers are no longer solely interested in the monetary aspects to the exclusion of work related matters. Through composite bargaining, unions are able to prevent the dilution of their powers and ensure justice to workers by putting certain limits on the freedom of employers. For the employer, this is the lesser evil when compared to strikes and lockouts.

## **LEVELS AT WHICH COLLECTIVE BARGAINING IS UNDERTAKEN**

In India, in the formal sector some important forms of collective bargaining agreements concluded at various levels – Plant, Industry, Sectorial, Regional and National levels are as follows

### **1. Sectorial Collective Bargaining at National Level**

Since the early 1970s, sectorial bargaining has been occurring at national level mainly in industries where the government is a dominant player. These include banks and coal (employing approximately 8 lakh workers each), steel and ports and docks (employing two and half lakh each).

### **2. Industry-Cum-Region wide Agreements**

Agreements of this nature are found in Cotton, Jute, Textiles, Engineering and Tea which are dominated by the Indian Private Sector. But such agreements are not binding on enterprise management in the respective industries/regions unless they authorize the respective employer associations in writing to bargain on their behalf.

### 3. Decentralized Agreements; Enterprise Or Plant Level

In the rest of the industries, whereas the employers press for decentralized negotiations at plant level, the unions insist on bargaining at least at company level where the employees are formed into federations combining several plants/locations. However, in some cases the employers in multi-unit private sector enterprises bargain with trade union federations at company level.

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### Alumni Corner:

#### A FOR ADVERTISING, B FOR BLUNDERS...



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“If at first instance you succeed..... Try to hide your astonishment”. We humans have still yet not perfected the art of perfection, and will never be ever to do so. These little imperfections are the ways by which the Almighty shows his presence, limiting us, the people. But one can sure enjoy these imperfections to enjoy life and make a learning note out of it.

Human communication existed decades earlier before we learnt how to speak. To tell you frankly, the process of communication is far too complex, and thus, there are lighter moment's resultants of the complexities of this process. “Advertising is any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor”. There arise no doubts that the human history too had few laughs when it came to the all-serious business of advertising. Let us touch a few of those...

“Auto Repair Service. Free pick-up and delivery. Try us once; you'll never go anywhere again”.

"Our experienced mom will care for your child. Fenced yard, meals, and smacks included”.

"Dog for sale: eats anything and is fond of children”.

"Man wanted to work in dynamite factory. Must be willing to travel”.

"Stock up and save. Limit: one". "Semi-Annual After-Christmas Sale". "3-year old teacher needed for pre-school.

Experience preferred".

"Mixing bowl set designed to please a cook with round bottom for efficient beating".

When we look at the above blunders, we observe that these blunders were more of lack of knowledge than anything else. These are the kind of mistakes that originate from two main sources:

1. The copy writer
2. The printing press

These mistakes cannot really be termed blunders; as such things do happen unintentionally. These are the mistakes, which not necessarily harm the image of the advertiser, but all it creates is a mad world of confusion and a hell lot of expenditure on that particular campaign. Researchers have shown that such mistakes, sometimes, have a positive effect on the brand. Consumers forget the mistake, but the impact of that mistake intensifies the brand recall level in the consumers mind.

With the world acquiring the image of a global village, the advertising industry is truly adhering to the phenomenon. There are times when a single ad campaign can be run in many other national markets due to its effectiveness in that country. History has several stories of marketing, where successful campaign in one country leads to even more successful campaign in a different country.

As the consumer is becoming the "Global King", where his kingdom is not limited to his political boundaries or territories, the global market is welcoming the consumers with wide, open hands. But still, there are instances where the marketers have made blunders in pleasing one and all. They failed to understand that though it is a global village, somewhere down the line, one should give importance to their customs and values, a trend that is very strong in India. That is why a global giant like McDonalds made a big blunder when they ventured into the Indian Territory with their global items. Soon they realized that unless they Indianize

their food items, they are not going to succeed. There are many more instances that have made a mockery of the concept of Global Village. Here are a few of them...

Frank Perdue's chicken slogan, "It takes a strong man to make a tender chicken" was translated into Spanish as "it takes an aroused man to make a chicken affectionate".

Clairol introduced the "Mist Stick", a curling iron, into German only to find out that "mist" is slang for manure.

Chevrolet introduced the Nova car into Mexico. Unfortunately, the word 'nova' in Spanish translates into 'Won't go'.

Scandinavian vacuum manufacturer Electrolux used the following in an American campaign: "Nothing sucks like an Electrolux".

The American slogan for Salem cigarettes, "Salem-Feeling Free", was translated into the Japanese market as "When smoking Salem, you will feel so refreshed that your mind seems to be free and empty".

When Gerber started selling baby food in Africa, they used the same packaging as in the US, with the beautiful baby on the label. Later they learned that in Africa, companies routinely put pictures on the label of what is inside, since most people cannot read English.

Colgate introduced a toothpaste in France called Cue, the name of a notorious porn magazine.

An American T-shirt maker in Miami printed shirts for the Spanish market that promoted the Pope's visit. Instead of "I saw the Pope" (el Papa), the shirts read "I saw the potato" (la papa).

In Italy, a campaign for Schweppes Tonic Water translated the name into "Schweppes Toilet Water".

Pepsi's "Come alive with the Pepsi Generation" translated into "Pepsi brings your ancestors back from the grave" in Chinese.

When Parker Pen marketed a ball-point pen in Mexico, its ads were supposed to have read, "It won't leak in your pocket and embarrass you". Instead, the company thought that the word "embarazar" (to impregnate) meant to embarrass, so the ad read: "It won't leak in your pocket and make you pregnant".

When Braniff translated a slogan touting its upholstery, "Fly in leather," it came out in Spanish as "Fly naked".

Coors put its slogan, "Turn it loose", into Spanish, where it was read as "Suffer from diarrhea".

Chicken magnate Frank Perdue's line, "It takes a tough man to make a tender chicken", sounds much more interesting in Spanish: "It takes a sexually stimulated man to make a chicken affectionate".

When Vicks first introduced its cough drops in the German market, they were chagrined to learn that the German pronunciation of "v" is f - which in German is the guttural equivalent of "sexual penetration".

Not to be outdone, Puffs Tissues tried later to introduce its product, only to learn that "Puff" in German is a colloquial term for a whorehouse. The English were not too fond of the name either, as it is a highly derogatory term for a non-heterosexual.

When Coca-Cola first shipped to China, they named the product something that when pronounced sounded like "Coca-Cola". The only problem was that the characters used meant, "Bite the wax tadpole". They later changed to a set of

characters that meant "Happiness in the mouth".

A hair products company, Clairol, introduced the "Mist Stick", a curling iron, into Germany only to find out that mist is slang for manure. Not too many people had use for the manure stick.

Certainly, these blunders call for a good gag show. But looking at the matter seriously, the marketers have a lot to learn from this. More importantly, one should never under-estimate the power of local language. Kem, barobar kidhu ne???

## Contributors:

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