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DRIVE

Guest Editor's Note:

Staff Development in Higher Education: Role of Academic Staff College



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Introduction

Indian Higher Education System has grown significantly over the last six decades since independence. The number of Universities has increased from 18 to 504 and colleges from 500 to 25951 (MHRD, 2010) with the enrolment of over 16 million students. Today there are 5.89 lakh teachers in the higher education system. The Indian Higher Education System is the third largest system in the world.

The Higher Education System is expected to provide adequate skilled resources equipped with knowledge and technical skills to cater to the fast growing economy. India, being the country with the youngest population, would be able to create a larger growing labour force which is expected to deliver greater gains in terms of growth and

prosperity. The Central Government has been making suitable policy decisions to take advantage of this situation and to create access for the eligible youth from all social backgrounds to have the necessary education in diverse fields. The government has a target of 21% Gross Enrollment Ratio (GER) by the end of the 12th five year plan. Therefore it has started suitably enhancing the funding of higher education. The Higher Policy focuses on five thrust areas in its latest announcements.

- Expansion of Higher Education Institutions
- Provision of equal access to all social groups by inclusive practices
- Quality and Excellence
- Relevance and
- Value based education

The rapid expansion of Higher Education System has considerable impact on the quality of education. One of the most important issues impacting it is 'Teacher Quality'. The quality of education is primarily determined by the competencies, skills, abilities and motivation of teachers. In the present day context, teachers have to play an enabling role in the development of students. This involves not only imparting knowledge and skills, but also counseling, developing critical and innovative thinking, research, consultancy and extension work, preparing instructional materials with the aid of educational and information technologies and use of modern methods of management of the educational institutions. It is therefore, necessary to update periodically their skills, knowledge and efficiency. In this context, staff development and training play a very crucial role. UNESCO has rightly emphasized the role of teaching staff and professional development for higher education. The National Policy on Education (NPE) 1986 in its programme of action makes a pointed reference to the crucial link between teacher motivation and the quality of education.

The NPE recognized the need for improving the quality of teaching and proposed to provide opportunities for professional and career development so that teachers may fulfill their role and responsibility within the system of higher education. It was proposed to enhance their motivation skills and knowledge through systematic orientation in specific subjects, techniques and methodologies, and thereby inculcate in them the right kind of values that would in turn encourage them to take initiatives for innovative and creative work.

Keeping the above objectives in view, the following steps were proposed:

To organize specially designed Orientation Programmes (OPs) in pedagogy, educational psychology and philosophy, and socio-economic and political concerns for all new entrants at the level of Lecturers;

To organize such Orientation Programmes and Refresher Courses (RCs) for serving teachers, covering every teacher at least once in three to five years;

To organize specially designed Orientation Programmes/Refresher Courses in IT for new entrants as well as for in-service teachers; and

To encourage teachers to participate in seminars, symposia, workshops, etc.

In order to achieve the above, a scheme of setting up Academic Staff Colleges (ASCs) in suitable universities in the country was initiated by the University Grants Commission.

Staff Development in Higher Education

Training of teachers for imparting Higher Education is relatively a new concept. It is mandatory for school teachers to have a degree in Education

through professional colleges. However, in higher education there are no such professional qualification requirements for teachers except NET/SLET, M.Phil and Ph.D. which actually do not train them for teaching profession at the higher education level.

The National Policy on Education 1986 (NPE) has pointed out that teachers are not given adequate opportunities for professional and career development and are not sufficiently oriented to the experiential methodologies for teaching/learning or the value of innovative and creative work to fulfill their roles and responsibilities effectively. In order to overcome these deficiencies, it is proposed that specially designed Orientation and Refresher Courses be organized for teachers as 'in-service training'. The Academic Staff orientation scheme, later known as Academic Staff College scheme was initiated by the University Grants Commission (UGC) in 1987 based on the NPE recommendation.

The ASC's main philosophy is to keep in mind that the teacher is central to the system. While it is universally accepted that the teacher is the pivot of the educational system, our system does not provide adequate opportunities for their professional development. It is, therefore, necessary to develop inbuilt mechanisms to provide opportunities for teachers within the framework of knowledge society. It is also accepted that a teacher must not be confined only to transmitting information; she/he must also orient students to meet the challenges of life, to become not merely a trained professional, but also a better citizen.

It was believed in the past that a college/university teacher learnt the 'art' of teaching on the job by emulating outstanding models such as his/her own teachers or senior colleagues. The stock-in-trade of the college/university teacher has always motivated students. Today, it is no longer

adequate to expect a newly appointed teacher to acquire the 'art' of teaching by emulating his/her peers.

Academic Staff Colleges

The UGC Academic Staff Colleges (ASC) were established in Universities as autonomous units within them for organizing staff development programmes funded by the UGC. The main objective of Academic Staff Colleges is to provide adequate opportunities for the professional development of teachers in higher education system within the framework of knowledge society to inculcate values, motivation and skills in the art of teaching. Since, the knowledge explosion worldwide has become phenomenal, it has become difficult to cope with the large volume of knowledge being generated, new information technology and the methodology and techniques of generating and imparting knowledge.

The Academic Staff Colleges aim to provide opportunity for the teachers to update knowledge in the subject, technology and objectives of the Academic Staff College programmes are thus expected to be very different from the traditional B.Ed./ M.Ed. courses.

Furthermore, there has been knowledge explosion in every discipline. A college/university teacher has to continuously update his/her knowledge in his/her chosen field of expertise, or run the risk of becoming totally outdated in a very short period of time.

While the really motivated and industrious teachers use their own resources to keep themselves abreast of new knowledge and to train themselves in the latest processes, methodologies and techniques of teaching, it is necessary to provide systematic and organized orientation programmes for the large number of teachers at the college and university level.

In the Eleventh Five Year Plan, one more dimension has been added namely, Training in Information Technology and e-content development. With this, the UGC has extended the scope of training to administrative staff in colleges and universities.

A high level standing Committee consisting of eminent academicians and senior Directors gives appropriate advice from time to time regarding the establishment, strengthening and monitoring of Academic Staff Colleges. The ASC draw resources from the parent University as well as academic resources from other institutions within and outside the state according to the needs. They have functional freedom within the broad framework of the UGC guidelines.

Functions of Academic Staff Colleges

As per the objectives spelled out in the UGC guidelines the functions of ASC are to:

- formulate Orientation Programmes, (OP) and Refresher Courses (RC) for college and university teachers based on the broad guidelines;
- identify resource persons in various fields of specializations for conducting the Orientation Programmes and Refresher Courses, and familiarize such resource persons with the philosophy and guidelines for the programme/courses;
- set up a documentation centre-cum-library for reference and resource materials necessary for the programme/course;
- produce specially designed materials required for effective implementation of the programme/courses;
- organize, monitor and evaluate the programme/courses for teachers;
- create a culture of learning and self-improvement among teachers so that it becomes an integral part of the educational system at the tertiary level;

- organize Orientation Programme for senior administrators, heads of departments, principals, deans and other decision makers to familiarize them with the philosophy of orientation intended to facilities reforms in higher education through appropriate modification of the management system at various levels;
- provide opportunities for in service teachers to exchange experience with their peers and to mutually learn one another;
- provide a forum for serving teachers to keep abreast of the latest advances in each subjects of their interest;
- provide opportunities to further widen their knowledge and to pursuer research studies;
- introduce the teachers to new methods and innovations in higher education delivery, so that the participants in turn can develop their own innovative methods of instruction;
- bring out publications relevant for enhancing the teaching and research capabilities of teachers;
- conduct capability enhancement programme for non-academic staff so as to strengthen the teaching learning environment.

Academic Staff College Programmes

There are five kinds of programme offered by the Academic Staff Colleges:

- 1) Orientation Programme of 4 weeks duration, for all new entrants at the level of lectures;
- 2) Refresher Courses of 3 weeks duration for serving teachers and teacher fellows, research scholars and post-doctoral fellows;

- 3) Interaction Programme of 3-4 weeks for Doctoral and Post-Doctoral and other research scholars;
- 4) Short term courses of 6 day duration for professional development of academic administrators like HOD's, Deans, college principals and senior faculty viz, professor and associate professor/reader;
- 5) Non-teaching staff training programme of 6 days duration for categories A,B & C including those of UGC staff.

Organization of Programmes

- 6) For organizing programme, at least 20 participants are required. The Academic Staff Colleges adopt various methods of publicity such as issuing notifications in local newspapers, news items, schedule display on websites or sending letters by post etc, to disseminate information about programme being organized by them.

Programme Objectives

The objectives of the ASC programmes are to:

- understand the significance of education in general and higher education in particular in the global and Indian contexts;
- understand the linkages between education and socioeconomic and cultural development with particular reference to the Indian polity where democracy, secularism and social equity are the basic tenets of society;
- acquire and improve the basic skills of teaching with the aid educational technology at the college/university levels to achieve the goals of higher education;
- keep abreast of the latest developments in the subjects;
- understand the organization and management of college/university and to perceive the role of teachers in the total system;
- utilize opportunities for development of personality, initiative and creativity;

- promote computer literacy and internet knowledge;
- provide opportunities for research scholars;
- enlighten the teachers' role as agents of socio-economic change and national development;
- involve decision makers to exchange ideas in an academic environment.

Contributions of Academic Staff Colleges

Today, there are 66 Academic Staff Colleges spread over 26 States. Andhra Pradesh has the maximum number i.e. 6, followed by Maharashtra and Uttar Pradesh having five each. Tripura and Nagaland are the only two states without Academic Staff Colleges.

Academic Staff Colleges have been contributing significantly to the improvement of quality in teaching in higher education institutions in India by enhancing the competencies of the teachers. To understand whether the scheme is fulfilling its objectives, there have been a number of studies carried out by the researchers and Academic Staff Colleges themselves to evaluate the impact of ASC programme on the participants. Factors like attitudinal changes, motivation, factors, improvement in teaching skills, knowledge sensitization about socio-economic and national development issues, etc., have been considered for these studies. Various research studies and reports have confirmed the usefulness of the ASCs.

Besides imparting knowledge and skills, the strength of the Academic Staff Colleges lies in providing opportunity to interact with eminent resource persons and exchange of ideas with peers from various parts of the State/Country.

The total number of new teachers who have undergone training since inception of the ASCs is about 1,04,000 for Orientation Programmes and 2,57,000 for Refresher Courses (UGC Annual Report, 2009). The current teacher strength in

higher education institution in the country is nearly 6 lakhs after the inclusion of private college teachers. Therefore additional efforts have to be undertaken in the following areas:

1. Covering the entire teaching faculty of all higher education institutions;
2. Improving the quality of the programmes;
3. Providing user friendly programme;
4. Establishing suitable linkages between Academic Staff Colleges and international agencies involved in staff development for exchange programmes;
5. Introducing management skills particularly relevant to education;
6. Making orientation compulsory for new recruits;
7. Providing sufficient infrastructure for class rooms, conference halls, computer providing facilities and library of the ASCs;
8. Providing hostels with adequate accommodation and computer facilities.

Self-Appraisal of Academic Staff Colleges

In view of the strong need for staff development in higher educational institutions, especially in light of the UGC regulations on minimum qualifications for appointment of teacher and other Academic Staff in Universities and Colleges and measures for the maintenance of standards in Higher Education dated June 30, 2010, Academic Staff Colleges need to be strengthened to perform their functions adequately. Therefore, a systematic review of the performance of the existing ASCs is required to assess the status and make an objective assessment and appropriate recommendations for policy reforms and also for systemic improvement of quality in the staff development programmes. Therefore, the Ministry of Human Resource Development (MHRD) has taken up the initiative for reviewing the performance of Academic Staff Colleges with the purpose of policy reforms, and

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the National Assessment and Accreditation Council (NAAC) has been given responsibility of developing the methodology and reviewing the performance of Academic Staff Colleges.

NAAC has successfully framed Performa for Self Appraisal Report (SAR) divided into Three Parts. Part: A Institutional Data, Part: B Self-Assessment Report - Evaluative Report, Part: C Self-Assessment Report - SWOT Analysis. The exercise is under progress, all 66 ASCs are putting their efforts to perform well and prove that huge amount of money spent for Professional Development of Higher Education is worth with good results.

Sources: (1) NAAC Documents (2) UGC Guidelines

From the Chief Editor's desk:**Students Exchange Program:**

The modern world is known to have developed in leaps and bounds. It is the grand era of modernization, globalization, specialization, collaboration, mergers, acquisitions and intensive research and development. Expansion and exploration in all walks of life have brought in their wake the need for greater and enhanced skills. Every facade of life is seen from and with a global perspective. The global outlook has given a new facet, meaning and purpose to career and profession. With the increase in the tempo of the world, the dynamics and mechanism of life and career have complicated and complex and so has become indispensable to keep abreast of the happenings around the world. This recalls Darwin's ideology that talks about the survival of the fittest. To be ahead of the others and to have a successful and satisfying career one needs to go through a labyrinth of adaptation, evolution and transformation in one's life and career.

Man is no longer an island. With the advent of new modern tools of development, human relationships have become more intricate and cooperative. Even with different objectives human beings will have to work in a collaborative mode, for the goals remain the same. With this has increased the need for understanding, acceptance and tolerance of people from different countries and their cultures, societies and languages. It provides orientation in terms of language skills, community services, cross culture and cultural activities. Integration and immersion into different cultures widen the horizon of awareness thereby setting the stage for new learning and acquisition of new knowledge.

International issues are multi-faceted and need close scrutiny, analysis and interpretation. The broader perspective and sharpened competencies given by students exchange will help better to adapt to global citizenry. It makes them better players in the global market and develops interdependence for mutual growth and progress by adding to academic learning and experiences. The rich experiences give exposure to things unknown and unheard of in different areas of study

thus making international research and survey possible. Such intensive and extensive research at the international level well equips them to address chronic problems around the world from a world perspective.

Mere classroom learning and the knowledge thus acquired do not suffice. One needs to go beyond classrooms and books to get acquainted with the different social, cultural, economic, academic and national differences, policies and functioning. The finer and richer sentiments that thus gained lead to better international ties, goodwill, understanding, appreciation and acceptance. The rich knowledge that students exchange gives birth to brings together all the best practices and systems and hence each country enjoys greater advantages in terms of enhanced technology, academia, commerce, economics and trade.

Working together with people from different cultures, communities can be and is a challenging task but also a rewarding one. One emerges from the experience enriched and enlightened. It offers a cutting edge for such students over the others and puts them ahead in the job market. The acumen that they acquire makes them better suited in any working environment. The array of skills that they gain is endless. Each new day dawns with something new to learn and accumulate and without the right approach it is difficult to imbibe those wonderful things that can make life prettier and worthier. Students exchange blesses one with the essential mindset to set the wheels of change and progress in motion.

Students exchange offers greater benefits in terms of enriched and augmented personality, identity and characteristics. The deeper insights into one's own inner self and introspection have resulted in new spiritual, intellectual and emotional awakening which is incomparable and unequalled. The resultant self-realization is momentous and is all encompassing. Self-realization opens up new avenues to pursue one's dreams and ambitions and gives new discernment of one's latent skills aptitude and inclination. It leads to the generation of more opportunities which bear fruit that is more meaningful, purposeful and relevant. The emergent student evolves into a human being who is flexible, mature and competent fortified with a

myriad of skills like communication, decision making, leadership, problem solving, and analytical that are required for a full-fledged life and career. Students become harbingers of world peace, good faith and cooperation, thus ushering in a new era of terror and corrupt free world and free thinking.

By:

Dr. Nikhil Zaveri

Director & Principal,

SEMCOM.

SEMCOM updates

Orientation Programme:

The Orientation Programme for the first year students was organized from 25th June 2013 to 28th June 2013 and the respective class counselors were the coordinators. The programme that took place over a span of two days comprised a talk about Vallabh Vidyanagar and Charutar Vidya Mandal by Dr. Rajendrasinh Jadeja, about SEMCOM and CBCS by Dr. Waheeda Thomas, Rules and Regulations by Dr. Kamini K. Shah, Curricular Activities by Dr. Ankur Amin, Teaching through Tablet by Mr. Sarvesh Trivedi, a special interaction with Mr. Sheel Dholakia and an introduction to the library. The movie "You can if you think you can" was also shown and the programme culminated with a visit to Amul.

Launch:

Prestigious events of SEMCOM, Best Business Idea Contest, Novellus – The Ad Making Show, Smart Eye Photography, and Green Business were launched on 8th July 2013. The event saw students who participated in the last year's competitions talking about their experiences and learning and encouraging and motivating the new students to participate. Through their heart felt speeches they were able to instill the same fire and passion in others. The coordinators are Dr. Subhash Joshi, Mr. Sunil Chaudhary, Ms. Reena Dave, Dr. Ajayraj Vyas, Dr. Preethi Luhana, Dr. Vigna Oza, Ms. Palak Patel, Ms. Hiral Patel and Mr. Vikas Singh.

Essay Writing Competition:

On 8th July 2013 Essay Writing Competition was organized by Ms. Nishrin Pathan and Mr. Sunil Chaudhary in the Auditorium which saw the participation of 55 students. Dr. Bharti Rathore, Professor, Waymade College of Education, was the judge and the results are yet to be announced. The topics for the competition were: 1) Global warming and human life 2) Developing positive mindset of the youth towards nurturing talents for bright career and 3) Future of India in the age of corruption.

Cultural Evening:

The Cultural Evening for the first year students was on 9th July 2013 and the respective class counselors were the coordinators. It served as the platform for students to exhibit their talents and skills and to refine them.

Theatre Workshop:

The Theatre Workshop organized from 10th July 2013 to 12th July 2013 was attended by 120 students and was coordinated by Mr. Dipan P. Bhatt. It was held in the Students' Hall for which Dr. Navneet Chauhan, Head of Department, Department of Hindi, and Dr. Kiran Bhokhari, Department of Hindi, were the Guest Speakers. The title of the workshop was "Theatre Workshop to Enhance Managerial and Communication Skills".

Fine Arts:

Ms. Ms. Reena Dave, Ms. Harshida Patel and Ms. Komal Mistry, the coordinators, organized Fine Arts Workshop on 13th July 2013. Mr. Krishna Padiya and Mr. Piyush Thakkar, Professors, C. V. M. College of Fine Arts were the Guest Speakers and they spoke about creativity and imagination. Fine Arts Competition was from 18th July 2013 to 20th July 2013 for which Mr. Kanu Patel, Principal, C. V. M. College of Fine Arts, was the judge. An exhibition was held on 20th July 2013 at C. V. M. College of Fine Arts. Sixty nine students participated and the different categories were Rangoli, Clay Modeling, Collage, Poster Making, One the Spot Painting, Cartooning and Best out of Waste.

Blood Donation Camp:

Kargil Vijay Diwas, named after the success of Operation Vijay. On this day, 26th July 1999, India successfully took command of the high outposts which had been lost to Pakistani intruders. The Kargil war was fought for more than 60 days, ended on 26th July 1999 and resulted in a heavy loss of lives. Kargil Vijay Diwas is celebrated on 26 July every year in honour of the Kargil War's Heroes. To commemorate this day SEMCOM organized Blood Donation Camp on 26th July 2013 wherein 100 bottles of blood were donated by students and

faculty members. A. D. Gorwala Blood Bank, Pramukh Swamy Medical College, Karamsad, collected blood and the coordinators were Mr. Bhupendra Patel and Mr. Pratik Shah.

Certificate Course:

Certificate Course on Creative Building, Lateral Thinking and Idea Generation – Branding for Startup Business was conducted on 26th and 27th July 2013 for which Mr. Priyesh Balkrishnan, Founder and Director, Open Circle Communications, Ahmedabad, was the resource person. It is a 25 hour course and 40 students participated. The coordinators were Dr. Vigna Oza and Dr. Swati Parab.

Parents' Workshop:

Ms. Joe Marry George and Mr. Renil Thomas, the coordinators, organized Parents' Workshop for the parents of first year students on 27th July 2013. The workshop saw the attendance of 60 parents for which Guruji G. Narayanan was the Guest Speaker and the theme of the workshop was "Role of Parents in Moulding Students for Tomorrow's Challenge".

Book Review:

Knowledge Management: Tools and Techniques

R.C. Agrawal

About the author/Editor:

Prof. (Dr.) R.C.Agrawal is from the group of most honored educationists of India, who has held many important academic portfolios within India and abroad. He has been the member of various academic bodies in India where he has contributed extensively for the educational development of the nation. He has also authored several books and guided dozens of research scholars. Looking at his remarkable services for the academic society of India, Prof. Agrawal has been conferred with the National Citizen Award by Mother Teresa. Prof. Agarwal gracefully retired from the post of Principal of Agarsen Postgraduate College, Sikandarabad, recently. He is currently engaged with a project financed by IIPA, New Delhi and sponsored by Ministry of Consumer Affairs, Government of India.

Twenty First century is known as the era of Knowledge Management. It is very widely quoted by various business and academic professionals that the firms which will focus on developing knowledge and generating knowledge based resources only will survive. Knowledge management is the fast emerging academic discipline which encompasses systematically the art of capturing, organizing, accessing and reusing of knowledge for the purpose of finding better solutions to answer various crucial business problems. Today knowledge is essential for every individual as well as all kinds of organisations. Once created, knowledge can be stored and reused for future growth. Today many organizations are turning to knowledge management tools and techniques for leveraging the benefits in a most successful manner.

Keeping in mind the aforementioned discussion, in order to analyse, explain and understand the practical applications of the various techniques of knowledge management by organizations across

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the world, an attempt has been made in the form of a book titled “Knowledge Management: Tools and Techniques” by R.C.Agrawal.

This practical book focuses on the vast offerings of Knowledge Management solutions, technology, content, and services. The focus is not on technology details, but on how Knowledge Management and IT practitioners actually use the tools and techniques. It is collection of eight beautifully developed case studies on the various areas of service providing industry of the world. These case studies describe the story of choosing and implementing various Knowledge Management tools and techniques, and the trends in the evolution of these technologies and tools, along with opportunities and challenges facing companies harnessing them. Lessons from successes and failures are drawn, along with roadmaps for companies beginning or expanding their Knowledge Management practice.

The major areas covered by Prof. Agrawal in his book are:

- Beverage Industry of Asia
- Law enforcement unit.
- Public transport
- Telecommunication Industry.
- NGO.
- Education Industry.
- Food and Catering Industry.

In order to support the work done by various contributors and to justify the objective identified, attempt has been made to study the working of organizations and the investigation of the viability of various Knowledge Management tools applied by these organizations, and if these tools are not found to be of appropriate nature, looking into the nature of problems faced by the organizations under study, experts have also suggested Knowledge Management tools and strategies. Certain popular Knowledge Management tools and techniques referred in this book are:

- Knowledge Portal.
- Learning Management System.
- Practices and Experience Acquisition Kiosk (PEAK)
- Legal Advice Bulletin (LAB)

- Knowledge Management Champion Scheme
- E learning
- People, Process, Technology Strategy.
- Resource Bank.
- Student Server.
- Academic Discussion Board.

Each chapter of the book very nicely addresses how appropriately Knowledge Management tools and technologies help an organization of a specific service area on specific fronts such as fostering adequate employee access to knowledge bodies, user-friendly work-oriented content, communities of practice, a culture of knowledge, learning capacity, a spirit of cooperation, commercial and other incentives, and carefully measured capital investments and returns.

To me this book is a different piece of work. Following are the reasons:

1. Case study based methodology of explaining the concepts.
2. Analysis of practical application of various KM tools.
3. Suggestions for making the KM practices better.
4. Structured research work.
5. Index of various Key words to locate the topic easily.
6. Exhaustive list of almost 200 references to justify the work done.

The book explains each tool and strategy with reference to Knowledge Management in various business organizations and Industries. I personally feel that this book will be a practical guide for students and teachers of management as well as various business professionals to enhance their knowledge towards better application of Knowledge Management tools and techniques.

BY:

Dr.Ajayraj Vyas
Lecturer,
SEMCOM.

Article:

What is "positioning"?

All marketing strategies are built on STP-Segmentation, Targeting, and positioning. A company discovers different needs and groups in the marketplace, targets those needs and groups that it can satisfy in a superior way, and then positions its offering so that the target market recognizes the company's distinctive offering and image. If a company does a poor job of positioning, the market will be confused.

If a company does an excellent job of positioning, then it can work out for the rest of its marketing planning and differentiation from its positioning strategy. We define positioning as follows: Positioning is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market capacity more effectively, thereby reducing its net production cost.

Positioning is the fight for the consumers' mind. Different marketers want to secure a place in the mind of the target consumer. To do this the marketers use "positioning". What this means is that the marketers want their product to come to mind when a consumer thinks about purchasing that product type.

For example: The marketers of "Liril" soap want people to think "Liril" when they think of soap. The marketers of "Colgate" want the consumers to think of "Colgate" when they think of toothpaste etc.

In India, "Xerox" is what comes to mind when people think of "photo-copying". "Colgate" comes to the mind of people when they think of toothpaste. However, now with intensive competition things are changing. Product can be positioned based on two main platforms: The Consumer and The Competitor. When **positioning** is on the basis of CONSUMER, the campaigns and messages are always targeted at the consumer himself (the user of the product).

Peter England always campaigns its product concentrating on the consumer, the user of its product.

Louis Philip also concentrates on this kind of campaigns.

The other kind of **positioning** is on the basis of COMPETITION. These campaigns are targeted at competing with other players in the market.

Dettol television commercials always concentrate on advertisements, which show that this product would give you more protection, than the others.

A number of positioning strategies might be employed in developing a promotional program.

ATTRIBUTES AND BENEFITS OF POSITIONING BY PRODUCT

A product is either associated with an attribute of a product feature or a consumer feature. Sometimes a product can be positioned in terms of two or more attributes simultaneously. The price/ quality attribute dimension is commonly used for **positioning** the products.

A common approach is setting the brand apart from the other competitors on the basis of specific characteristics or benefits offered. Sometimes a product may be positioned on more than one product benefit. Marketers attempt to identify the salient attributes (those that are important to consumers and are the basis for making a purchase decision).

Consider the example of Ariel that offers a specific benefit of cleaning even the dirtiest of clothes because of the micro cleaning system in the product.

- Colgate offers benefits of preventing cavity and fresh breath.
- Promise, Balsara's toothpaste, could break Colgate's stronghold by being the first to claim that it contained clove, which differentiated it from the leader.
- Nirma offered the benefit of low price over Hindustan Lever's Surf to become a success.
- Maruti Suzuki offers benefits of maximum fuel efficiency and safety over its competitors. This strategy helped it to get 60% of the Indian automobile market.

POSITIONING BY PRICE/ QUALITY

Marketers often use price/quality characteristics to position their brands. One way they do it is with advertisements that reflect the image of a high-quality brand where cost, while not irrelevant, is considered secondary to the quality benefits derived from using the brand. Premium brands positioned at the high end of the market use this approach to positioning.

Another way to use price/quality characteristics for positioning is to focus on the quality or value offered by the brand at a very competitive price. Although price is an important consideration, the product quality must be comparable to, or even better than, competing brands for the positioning strategy to be effective.

E.g. Parle Bisleri – “Bada Bisleri, same price” ad campaign.

POSITIONING BY USE OR APPLICATION

Another way is to communicate a specific image or position for a brand is to associate it with a specific use or application.

Surf Excel is positioned as a stain remover ‘Surf Excel hena!’

Also, Clinic All Clear – “Dare to wear Black”.

POSITIONING BY PRODUCT CLASS

Often the competition for a particular product comes from outside the product class. For example, airlines know that while they compete with other airlines, trains and buses are also viable alternatives. Manufacturers of music CDs must compete with the cassettes industry. The product is positioned against others that while not exactly the same, provide the same class of benefits.

POSITIONING BY PRODUCT USER

Positioning a product by associating it with a particular user or group of users is yet another approach.

Motography Motorola Mobile Advertisement - This advertisement features the persona of the user of the product.

POSITIONING BY COMPETITOR

Competitors may be as important to positioning strategy as a firm’s own product or services. In today’s market, an effective positioning strategy for a product or brand may focus on specific competitors. This approach is similar to positioning by product class, although in this case the competition is within the same product category.

Onida was positioned against the giants in the television industry through the strategy - ONIDA colour TV was launched with the message that all others were clones and only Onida was the leader.

“Neighbour’s Envy, Owners Pride”.

POSITIONING BY CULTURAL SYMBOLS

It is an additional positioning strategy wherein the cultural symbols are used to differentiate the brands. Examples would be Humara Bajaj, Tata Tea, Ronald McDonald. Each of these symbols has successfully differentiated the product it represents from competitors.

In today’s marketing era product positioning has become extremely important to compete and survive.

BY:

MS.RINA DAVE

Lecturer

SEMCOM.

Trends in Finance in Indian Economy

Today's business environment is characterized by change and complexity. Product life cycles are shrinking while consumer preferences are changing frequently and dramatically. Innovation is a combination of creativity and change. Creativity is possible without innovation; however innovation is not possible without creativity. Winners do not do different things but they do things differently in order to create a brand image for sustainable growth and prosperity. World class strategy must be met by world class operations. Making operations lean, flexible and efficient is critical for Business Excellence. Operational Excellence is a journey and not a project. Operational Excellence is essential for Business Excellence.

VISION OF INDIA IN 2020

Journey from 1991 to 2010

In order to plan our future wisely, it is necessary that we understand and appreciate our past. In 1990, India faced a major balance of payment crisis and was trapped in a huge debt. India had to ask for a \$1.8 billion bailout loans from IMF which forced India to adopt the new economic policy. We have achieved a tremendous growth in industrial products due to liberalization, privatization and globalization since July 1991. Our per capita income has increased 4 times during this period. Our GDP has grown 4 times. Road highways, rail networks, airports, sea ports and electricity also developed. We invested Rs. 9 lakh crores in our tenth five year plan and Rs. 20 lakh crores in the eleventh five year plan. Today we are self-sufficient in- steel, cement, gems and jewelry, automobile and auto parts, information technology, pharmaceuticals, casting and forging, etc. Our exports have grown 4 times. 74% Indians

are literate and most of them are skilled in English and computers. Our outsourcing business is of Rs. 90,000 crores. Our demography is excellent with 70% of the population below the age of 30 years.

India with reference to the world

We have created a brand image for ourselves in the world. Indians are considered to be the most intelligent people in the world. 30% of the doctors in USA are Indians. 30% of the professors teaching in American Universities are Indians. Mr. Nitin Norea is the Dean of Harvard University. Indians are enjoying the position of business executives and CEOs in all fields around the world. Mr. Vikram Pandit is the CEO of Citi Bank. Ms Nooie is the CEO of Pepsi Co., USA. Mr. Jain of Berkshire is second in power to Warren Buffet in Berkshire Hathaway. Our economy is growing at the rate of more than 16% as indicated by Stock Exchange Index. Our foreign exchange reserve is \$315 billion. More than 1,50,000 medical tourists are visiting India as our doctors are one of the best in the world.

After seeing our achievements since 1991, the picture of India in the Year 2020 is busting with energy, entrepreneurship and innovation. The country's population will be better fed, dressed, housed, healthier, more educated and longer living. My vision of India's future is both harmonious and comprehensive.

	2020	2010
Literacy Rate	98%	74%
BPO Business	Rs. 4,50,000 cr	Rs. 90,000 cr
Export Business	Rs. 90,00,000 cr	Rs. 22,50,000 cr
Per Capital Income	Rs. 2,00,000	Rs. 54,000
GDP	12%-15%	8.2%
Foreign Exchange Balance	Rs. 70,00,000 cr	Rs. 14,00,000 cr
Exchange Rate	\$1 = Rs. 30/-	\$1 = Rs. 45/-
Capital Currency Convertibility	Yes	No
Banking, Electricity and Drinking Facility	100%	60%
Irrigation Facilities	100%	50%
Spending on Infrastructure	20% of GDP	10% of GDP
Sea Ports (Biggest coastline in the world)	100 Large & 1500 Small	1 Large & 200 Small
Railway Connectivity	Improve	Good
Road Connectivity	All towns, cities and states will be well connected	Not all connected presently
Airport Facilities	Would double	Present
Sea Port Facilities	Would become 4 times	Present
Electricity	Would be provided to all	Not available to all
Economic Development Rank	Third	Forth
Industrial Output	Would become 4 times	High
Agricultural Output	Would become 3 times	High
Pharma Production and Exports	Rs. 6,00,000 cr	Rs. 1,50,000 cr

Our demography is excellent with 70% of the population belonging to the working class. By 2020, India will become a hub for Pharma products, Automobiles and Auto parts, Gems and Jewelry, Iron and Steel Industry etc. Let us envision India in 2020 as a super power!!!

(Acknowledgement: This article is an excerpt from the lecture of Mr R. M. Kapadia. The purpose of writing this article is to share the happenings in the world of finance.)

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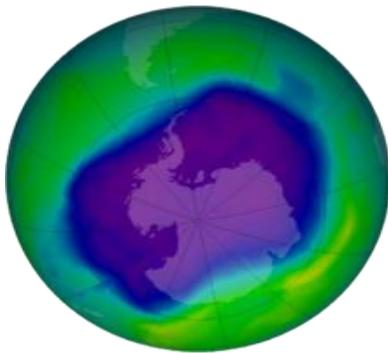
SEMCOM.

MY VOICE:

Sustainable Development and Ecological Ethics

Global Warming, ozone layer depletion, environmental pollution and resultant natural calamities in form of soil erosion, landslides, floods, change in climatic conditions with extreme weather, raises a very valid question, "How far are we going to pollute environment and at what cost"? Globally there is an increase in all forms of pollution be it soil pollution, air pollution and water pollution. Now people are also talking about green or social accounting besides economic accounting. The cost of product must include not only economic cost but also social cost with the polluter pay principle.

Environmental pollution with increase in greenhouse gases and decrease in forest cover with destruction of rain forests, deforestation will put not only human survival but survival of biodiversity at risk. The food in your plate is also not safe, as increasing use of fertilizers and pesticides in agriculture results in various health problems. Organic farming remains a good solution. Solar and wind energy are eco-friendly sources of energy. There is need for eco-friendly fuel in case of transportation. Pollution in its various forms is all around us and what is at stake is human health, human life and biodiversity as well as geo-diversity of Mother Nature.



(Image of the largest Antarctic ozone hole ever recorded (September 2006), over the Southern pole) (Source: en.wikipedia.org/wiki/Ozone_depletion)



(Illegal slash and burn practice in [Madagascar](#), 2010)

(Source: en.wikipedia.org/wiki/Deforestation)

There is need to check the emission level of pollutants in our natural environment, as well as to create awareness about conservation and protection of natural environment at global level. Laws relating to

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Environmental Protection needs to be strictly enforced. We as citizens can also contribute to clean environment free from pollution by following certain guidelines:

- Not to litter the environment, by properly disposing of wastage in garbage bins.
- Recycling and reusing the product.
- Buying eco-friendly products and services.
- Optimum utilization of various energy sources.
- Using more of solar energy in cooking and other activities. Solar cooker and solar water heater saves cost of energy and are eco-friendly products.
- Citizen action groups to create pressure on government and business to adopt eco-friendly practices right from procurement of raw materials to manufacturing to distribution of products to consumers. There is need to use more of green eco-friendly technology and green products under green packaging which do not pollute the natural environment.
- Cycling to work can save cost of fuel and is eco-friendly mode of transportation. In countries like Holland people cycle to work, to protect natural environment.
- Creating environmental awareness by various kinds of documentaries, seminars, conferences and lectures on the topic.
- Acting as responsible ecofriendly citizens and working to improve and preserve the quality of natural environment by reforestation and optimum utilization of various resources, which are ultimately made from natural resources.

The need of the hour is to GO GREEN and improve the purity of natural environment.

References:

en.wikipedia.org/wiki/Ozone_depletion

en.wikipedia.org/wiki/Deforestation

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ManageAnt:

Physical Marketing ManageAnt

Physical marketing is utilized to effectively promote various products and services that we use in our everyday life. In Physical Marketing the person himself/herself goes to the market and raises the awareness of the product among the target customers. Common examples of products marketed by this method include everything from detergents, FMCGs, vehicles and music systems to televisions, computers, furniture etc. Physical Marketing is also used to promote certain services like telecommunication, travel tickets, internet services and many other such subscription services.

There are certain features of Physical Marketing Management:

- It manages with cash on delivery.
- Bargaining can be done by an individual.
- There is a common market for all.
- Demonstration is shown before buying products.
- Trial facility is available with Physical Marketing.
- All types of products are available.
- It's easy to illiterate person.

Physical Marketing Management is a painstaking and lengthy process which is used to create media hype and market buzz. Physical Marketing involves cold calling, direct marketing, print media advertising and electronic media advertising through which marketers promote their products and services very effectively. Physical Marketing affects a large segment of the overall population. A large budget is required for effective Physical Marketing campaigns. Human resource requirements for a physical marketing campaign are typically in 2 digits. Physical Marketing can only target a specific geographical location. It is difficult

to target specific customers with physical marketing.

Looking Forward!!!

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Pictures, signs and symbols have contributed a lot to the enhancement of human communication but in spite of their limitations, words have their own importance in the exchange of human ideas, emotions, and thoughts. It is rightly said that 'Pen is mightier than sword'. Words convey beyond and more than what they are meant for. They shape our thoughts and feelings leading to our action. And in their right expressions, words shape the journey of the opinions from one brain to another creating common understanding. Isn't it a wonderful invention of human mind!

Well, one cannot deny the power of words. The matter begins how one can have maximum knowledge and use of these words which are exact in their meaning. We also know the disastrous consequences when words are used inappropriately.

Reading literature like stories, novels, folktales, books on current affairs can definitely enhance one's vocabulary. Reading and listening are two receptive skills which give lots of input for not only vocabulary but also updating knowledge of a particular subject.

Lot of research in this area reveals that students with well-developed vocabulary learn many more words indirectly through reading than from instructions (Cunningham & Stanovich, 2001). Two strategies that encourage students to read widely and deeply are to provide them an array of reading materials that hold their interest and to set certain time slot for reading in classroom and at home.

Study also reveals that an average native English speaker enters kindergarten knowing at least 5000 words. Any average English Language Learner (ELL) may know 5000 words in his native language but when starts learning English words, ELLs face double challenge of building the foundation and closing the gap.

This dual challenge can be bridged in the era of technology with faster pace. Several word-centric web resources are available to help students enhance their vocabulary. Some of them can be

installed as mobile 'App' so as to make vocabulary learning handier.

Online Dictionaries, Encyclopedias and Translators:

Dictionaries:

[BusinessDictionary.com](http://www.businessdictionary.com/) <<http://www.businessdictionary.com/>> more than 20,000 terms and phrases from business

[Cambridge Academic Content Dictionary](http://dictionary.cambridge.org/dictionary/american-english/) <http://dictionary.cambridge.org/dictionary/american-english/>

Key academic terms as well as a broad range of everyday meanings, best for **intermediate and upper-intermediate students**; includes phrasal verbs, sound, example sentences

[Longman Dictionary of Contemporary English Online](http://www.ldoce.com/)

(LDOCE) <<http://pewebdic2.cw.idm.fr/>> -- IPA in British and American English, countable/non-countable, levels of formality and politeness; idiomatic expressions--some with pronunciation (British English and American English, depending on usage), sample sentences with pronunciation; sentence usage notes (e.g. determine how/whether/what, etc.)

[Vocabulary](http://www.vocabulary.com/dictionary/) <<http://www.vocabulary.com/dictionary/>> -- **includes sound for pronunciation (American English); shows** related words that can be clicked for more information; usage examples show the word in several different genres; **narrative definitions (easy to understand)**

[Merriam-Webster's Learner's Dictionary](http://www.learnersdictionary.com/) <<http://www.learnersdictionary.com/>> -- **includes sound for pronunciation and phrasal verbs (v + prep)**; American English Dictionary for ESL, EFL, and TOEFL® students; **a super tool: Create your own online vocabulary flashcards with My Learner's Dictionary** (must get a

free account to log in); other great tools: [3,000 Words](#) - you need to know! [Perfect Pronunciation Exercises](#), subscription to Learner's Word of the Day

[Answers.com](#) <<http://www.answers.com/>>

-- includes sound for pronunciation (note the Word Tutor, which gives the pronunciation in slowed-down speech along with definitions and **example sentences using the word**); inflected word forms and related word forms (adj, n, v), synonyms, antonyms, etymology (origin) of words, some encyclopedia entries, **translations for the word into different languages** (user can set preferred language/s), and a **ready-made citation** for MLA, APA, or Chicago Style Manual.

Encyclopedias:

[Encyclopedia](#)

[Britannica](#) <<http://britannica.com/>> -- online access to the contents of the encyclopedia's massive database of information; citations provided in MLA and APA style

[Wikipedia](#) <<http://www.wikipedia.com>> -- online encyclopedia in a Wiki (collaborative space); good for terms in technology; not for academic use/citations but sometimes has good references.

[Encyclopedia.com](#) <<http://www.encyclopedia.com/>> -- citations in MLA and APA style provided

Translators:

[Lingro](#) <<http://lingro.com/>> -- a multi-language glossing tool; enter a Web page and click words to get glosses in other languages.

[Babylon](#) -- nice glossing tool--free trial download; <<http://www.babylon.com/Online-Translation-Download>>; translates words and texts or convert figures in Word, Excel, emails, instant messenger, web pages and any other desktop application; Babylon opens a small window with the desired results without disturbing your work flow. Babylon translates texts in 50 languages

Vocabulary Exercises:

- o **Flashcard Exchange:** <http://www.flashcardexchange.com>
- o **Isabel Perez' Vocabulary Quizzes:** <http://www.isabelperez.com/grammar.htm#Vocabulary>

[www.visuwords.com](#) is an online graphical dictionary worth looking once, if bandwidth permits. You find everything about the word you are looking for on single screen.

[www.vocabularyspellingcity.com](#) is to check spellings, spelling tests and self-tests for a new English Language Learner.

[www.vocabulary.co.il](#) has lots of game based vocabulary activities on analogy, homonyms and homophones, idioms, foreign words, etymology, phonics, affixes, synonyms & antonyms and much more. Student preparing for GRE, GMAT, SAT can learn a lot from this resource.

<http://www.manythings.org> is a wonderful page for daily visit once in a day. It has daily 'Slang', 'Daily Listening ESL products', 'Daily Pronunciation Practice', 'Quiz for the Day', and 'Daily one word' with graphical /pictorial explanation.

Wise Pastry:

[www.freerice.com](#) (Visit and contribute for social cause!)

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Being:

Demand and Supply – God’s Way of Answering Prayers

Demand and supply: the rule comes from economics. Though the supply is constant, demand never ends. Ramesh never wanted to work in Multinational Company. Just because of the economical condition at home, he had to accept the job of a multinational company through campus interview. He got more than Rs. 30,000/- as salary immediately after joining the company. There was no doubt that he was a brilliant student and always was enthusiastic in experimenting new things in dealing with his work. Society always tries to convert people in their beliefs and tradition of doing work. The person who thinks of dealing with things in their way is either converted or crushed under the heavy truck of society.

The very experiences at different stages, both from his colleagues and customers, made his feeling of refusing the job in multinational companies stronger. He became the victim of office politics at every step of life. And a point came where even a single statement or a simple question like, “Are you leaving now? How are you feeling today?” became intolerable. He now wanted to quit the job for a number of reasons. But his economical condition did not allow him to quit the job. He started praying for another opportunity in life. Every morning, he would go to a temple and pray for the same. One fine day, he got a letter from his superior stating that his salary will be reduced and he will be paid only 15,000/- per month. When he joined the company, he thought of getting the same salary, but as he is now habituated to get more than 30,000/-, he was shocked at this news. He requested the authority and they accepted his request and continued his salary. After six months he once again got a letter stating that he was released from his duty as the management did not have enough money to pay the salary. It was a bigger shock this time. He pleaded with the management. Even this time management listened to his plea.

He got two different chances to quit his job but he did not realise it; because he did not get chance the way he wanted. He always thought of resigning from job when everyone wanted him in the company. But he was not praying for it. He was praying to quit the job and opportunities for the same were there in front of his eyes but he did not realize. The same thing happens with us in our lives. We keep our selves busy in praying what we want but when we get that particular thing, we do not perceive it and let it go and ask God the question about our demand. “When is he going to fulfill our demand?”

God always listens to our prayer. Whatever we demand, God does supply all those things. But in that also we want things in our own way, and that is why we refuse the supply of God and wait for some other chance. The statement is so true, whatever we really desire, we get. But we get all those things in God’s way. We must believe in our demand and the supply is there on the way. We must accept the supply of our demand in whatever way it approaches us.

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