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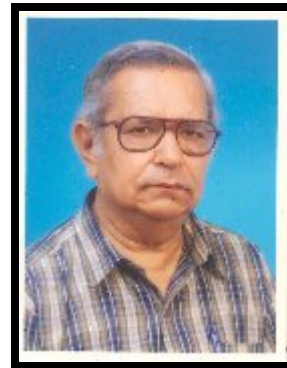
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DRIVE

From Guest Editor...



Sudhir Mukherjee

EMOTIONAL INTELLIGENCE – A NOTE

It has been seen pretty often that one person is a success while the other, equally intelligent, is a failure. Is it not surprising that many persons with high degree of what we popularly call intelligence, that is, rational intelligence, cognitive intelligence, academic intelligence have not been found so successful then

careers whereas persons of moderate degree of intelligence have reached the peak? George Washington, Thomas Edison, Napoleon, Mahatma Gandhi, Bill Gates, Indra Nooyi of Pepsi and many graduates of Indian Institute of Management, who get employed on astronomical remuneration, are cases in point. Even a person endowed with brightness, sharpness can stagger chiefly because he fails to control his turbulent impulses. It is so because academic intelligence, rational intelligence, does not always prepare us for the opportunity and the turmoil, the commotion our life faces.

Our newspapers, television, are replete with news where people, the young in particular, go berserk at the slightest provocation. One Vasudev Joshi (15) killed his own

aunt he wanted to buy an expensive mobile phone. Jignesh Gehlot (18) kidnapped and tortured a five-year old girl with cigarette burns and killed her. Seventeen year old Roop Mehta drove a pair of scissors into the head of his fifty-one year old maternal aunt after failed sexual assault on her. These may be extreme cases but they do show which way the wind blows. All this is chiefly on account of lack of self control, lack of what we call emotional intelligence. Emotional intelligence affects our success in life.

What we gradually see is that the youth, even many children today prefer to be alone, they are secretive, they sulk a great deal, they feel unloved, they cannot concentrate, they suffer from withdrawal and social problems,

anxiety, depression and aggression. All these are indices of dropping level of emotional competence, emotional intelligence. What is Emotional Intelligence (EI)? Emotional intelligence describes a person's ability to understand one's own emotion, self awareness, self control, (reining in emotion), zeal and self motivation, empathy and adeptness in relationships. In very short it is the quality of one's relationships with people, the way one gets along with children, spouse, parents, friends and colleagues, etc. emotional intelligence, as said above, is an important in success and happiness.

Do we get emotional intelligence, emotional skills in genetic lottery? No. it can be cultivated by

constant and long-time effort. There are a few suggestions:

- a) Try to be honest with yourself and all whether you are over-reacting to a situation.
- b) Try to be a patient listener even if you do not like what you are listening.
- c) Try to look at things from the viewpoint of the other person even if you feel negative about him.
- d) Try to control your temper because when you lose temper you lose control.
- e) Postpone taking decision until you are calm. Otherwise bad feeling may overpower, subjugated the good.

f) Do not try to escape your feeling. Be honest to admit if you are afraid, angry or confused.

A WORD ABOUT PARENTING

It would be worthwhile to know that wise parenting, diligent parenting sets the stage for harmonious development of the child's emotional development, emotional intelligence. What is parenting? Let us see how Osibhati Narayan Biswal looks at it:

P = Patience, Perseverance;

A= Affection;

R = Resourcefulness,
Reasonableness;

E = Effective communication;

N = Nurturing;

T = Tact;

I = Insight;

N = Naturalness;

G = Guidance for complete growth.

Parenting is a different, demanding, full-time job which calls for constant alertness. Parents, particularly the mother, should try to be with the child as much as possible and participate in his/her various activities. They should share the child's dreams. They should consider themselves the child's custodian, guardian and not his owner and be friendly with him. They should avoid being too strict, dictatorial task master and avoid excessive criticism, humiliating comments. Of course, they should take corrective measures when needed. Parents/elders should shun drilling with the child's head to excel. Examples of average students blooming after they have finished academic learning abound. That the child learns by

imitation and therefore parents should set good example need not be overemphasized.

Mr. Sudhir Mukherjee

Using Drama Techniques in Management Studies

'Management Studies' is a highly attentive term in the recent educational scenario, acquiring excellence in which requires up to date academic planning and multidimensional teaching methods. The academicians have different opinions to deal with the pedagogical concerns of the field. With the passing of time, stalwarts of the field have come out with variety of ideas to define its structure, and the process still continues. Being an applied canon, its orchestration includes every possible method which can simplify effectively the teaching – learning process. One of the most impressive of such corporate and non-corporate methods is using dramatic techniques for academic purpose.

The theory of drama has a pre historic background, a theory that has affected the intellectual and emotional aspects of human civilization for thousands of years. Drama, as a unique art form, is not confined to stage activity

only; it has a vast relation with every aspect of human life too, and the field of education is not an exception. And that particular implication inspires us to use it for better educational activity.

To me, the bonding of 'Drama Techniques' and 'Management Studies' can result into tremendous output. The style of presentation, behavioural patterns, enchanting as per the roles given, need of proper voice modulations, improvisation of thoughts, quick moves, exclusive body language, situational behaviour and many other drama techniques can be useful for the students of 'Management Studies' to enhance their managerial qualities. In a play, an actor has to personify whatever is intended in a script, he also has to apply his own creativity to ensure the desired performance. In the field of management too, a person has to live up to either the proven ideologies or the extempore improvisations for better results. There are some circumstances, which have no traditional

solutions and which have to be handled with non-traditional creative remedies, and this is fact in both the fields. Thus, creativity is the link between the two. The experiment of 'Bhāva Language' in the corporate world is the latest phenomenon, which allows the language to be used in the most impressive manner in corporate structure. And this unique use of language can better be conceived through proper theatre learning.

Thus, the duo, if put together, can enable the students do their things exclusively. If it is practiced in the right spirit in management classrooms, one can dream of well prepared, enthusiastic and creative future management generation.

Dr. Nikhil Zaveri

DIRECTOR & PRINCIPAL,

SEMCOM

Semcom Updates

ORIENTATION PROGRAMME FOR FACULTY AT ACADEMIC STAFF COLLEGE

A one month Orientation Programme was held for the Lecturers at the UGC sponsored Academic Staff College, Vallabh Vidhyanagar and 22 lecturers took part. It was conducted from 24th May 2010 to 20th June 2010. The Orientation Programme had many sessions taken by experts from various fields. It was an eye opener and very enlightening. It brought home the fact that learning is a continuing process and there is much to be learnt. When one fails to learn and update oneself, one is on the verge of becoming obsolete in this ever evolving and fast growing and changing world. It gave an invaluable opportunity to the lecturers to reinvent themselves and equip themselves to be a better teacher, guide and counselor. It redefined the role and meaning of a teacher. It made clear the great paradigm shift in the learning-teaching process and this shift has made the learning-teaching process more meaningful, relevant and purposeful.

ORIENTATION PROGRAMME FOR FIRST YEAR STUDENTS AT SEMCOM

The word 'first' has great significance and importance. It gives one mixed feelings – feelings

of apprehensions and curiosity. It is applicable to students who enter the threshold of a life of independence, namely the life in a college, embarking them on a journey of learning, research and exploration. It brings them to an entirely new world of new things. Here they are to rediscover and reinvent themselves and shape themselves accordingly. Though this new world is completely genial and conducive to their growth in all spheres, they still find themselves to be aliens. They need time and space to make themselves a part of a great heritage. With this view an orientation programme was conducted for the first year students from 21st July 2010 to 26th July 2010. Through this programme the students were introduced to the history of the Vallabh Vidhyanagar and the college. They were taken through the history of the college that replete with great achievements and grand accomplishments. They were also introduced to the activities undertaken in the college that give a unique identity to the college in the field of education. Many experts were invited to enlighten the young minds on various aspects of education. The orientation programme culminated with a cultural evening on 26th July 2010 followed by dinner. The cultural evening brought out the hidden

talents of the students and assured them of their bright future thereby making them more confident and assertive.

RESULT

Throughout the academic year 2009 – 2010 no stone was left unturned to help the students prepare for the University Examination. New schemes like the Assignment were introduced to equip the students thereby making the theories and principles more comprehensible. A vigorous effort was put in by the teachers and students to make the academic year a success. The University Examinations were held in March 2010 for which the results were published in May 2010. The college was gladdened by the result and we are happy and proud to say that we obtained nearly 100% result in all the classes.

FINE ARTS COMPETITION

Fine Arts Competition was organized on 16th and 17th July 2010 and 77 students took part with enthusiasm and zeal. This competition included Poster Making, Collage making, cartooning, On the spot painting, Clay Modelling and Rangoli. Prior to the competition, a Workshop was organized on 10th July 2010 and 88 students attended the same

INTER STREAM FOOTBALL COMPETITION

Inter Stream Football Competition was conducted from 13th July 2010 to 16th July 2010. BCom emerged as the champions.

CHESS COMPETITION

Chess competition was conducted from 21st July 2010 to 23rd July 2010. Prerna Shah of SYBCom B and Nishant Gupta of TYBCom B were the champions.

MANAGEMENT SKIT WORKSHOP

A novel idea introduced by SEMCOM is Management Skit Competition. This competition is based on principles and theories of management and the crises faced by companies and how these crises can be overcome. In order to sharpen the perception of the students regarding the problems faced by the companies and how they are resolved, a Workshop was organized on 19th July 2010 at Students' Hall which was attended by 150 students. Mr. Dipan Bhatt was the resource person of the workshop.

Abstract

“Customer Relationship Management in Indian Banking Industry: A Strategy For Competitive Advantage”

The service sector today has come a long way from the service providers' monopoly to customer's sovereignty . The cut throat competition and versatility has made the customers more choice based and product oriented .Today's customers are smarter, more demanding , less forgiving and alot to choose from. Hence the role of Customer Relationship Management assumes paramount importance. CRM aims to enhance the effectiveness and performance of the businesses by improving the customer satisfaction and loyalty.

Customer Relationship Management is a strategy to

integrate and coordinate all customer facing processes, channels, and interactions to improve sales, profitability, and customer satisfaction. CRM systems are particularly relevant to Financial Services companies, allowing much of the management of the customer relationship to be automated with the objective of maximizing the profitability of individual customer relationships whilst minimizing the cost of managing those relationships.

'Survival of The Fittest' is the success mantra of 21st Century. Like other service industries banking is witnessing rapid changes and facing severe competition , Service Excellence is a critical strategy for the survival , profitability and growth of the banks. The study intends to

highlight the role of Customer Relationship Management strategy for achieving competitive advantage in the banking industry.

Introduction

“A Customer is the most important visitor on our premises.

He is not dependent on us, we are dependent on him,

He is not an interruption on our work, he is the purpose of it,

He is not an outsider in our business, he is a part of it,

We are not doing a favour by serving, he is doing us a favour by giving us the opportunity to do so”

- Mahatma Gandhi -1890

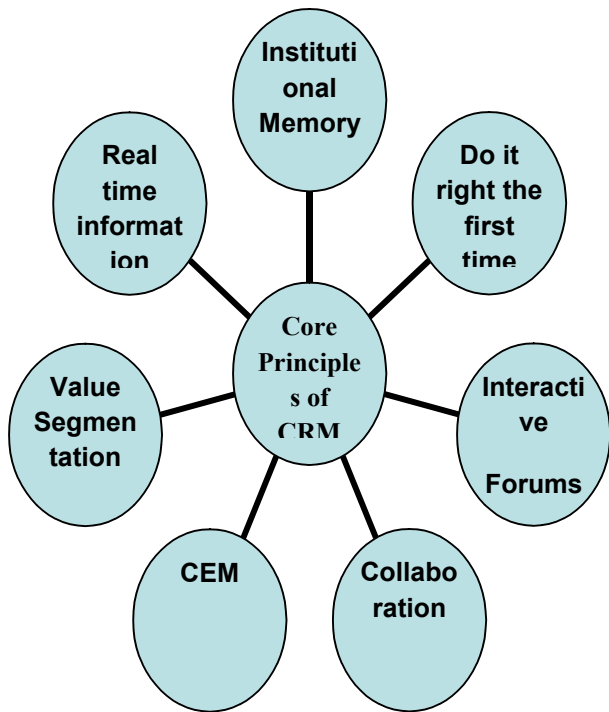
The Indian Banking Sector has witnessed dramatic changes since early 1990's. There has been a drastic change from traditional banking approach to a client oriented banking approach. The intensifying competition in the banking industry has made clients more choice based and product

oriented. Owing to challenging business environment, banks need to focus on attracting new customers and retaining the existing ones. Client relationship building can go a long way in ensuring customer loyalty coupled with higher profitability. CRM improves the firm's level of service quality considerably.

Concept of CRM

CRM is a simple philosophy that places the customer at the heart of a business organization's processes, activities and culture to improve his satisfaction of service and in turn, maximize the profits for the organization. A successful CRM strategy aims at understanding the needs of the customer and integrating them with the organization's strategy, people and technology and business process.

Core Principles of CRM



Institutional Memory – When the customer interacts with the company, everyone in the company is aware of prior interactions, outstanding issues and pending opportunities.

Do it right the first time – Customers needs must be identified and solved during the very first contact.

Interactive forums – Forums must be established for information sharing and educating the customers so as to help them to do business with the company

and provide valuable inputs to business processes and operations.

Collaborations – Customer involvement must be secured in the specification, design and delivery of the desired product.

Customer Experience Management – Companies must have road map of 'Touch Points' between them and their customers to enable them to deliver a consistent, high quality experience that provides added value to the customers.

Value Segmentation – Segmentation must be based on customer needs, preferences, behaviours and business potential which provides the basis for resource allocation decisions in various management fields.

Real time information system – Employees of the companies must have real time access to the right information in order to make customer based decisions and resolve issues immediately.

Benefits of CRM

1. Benefits to the Customers

- Customers feel empowered if they have greater access to the product and services e.g. 24 -hour banking
- There is a more coordinated and professional approach to customer contact.
- Targeted product and service offering can be timed to coincide with customer events and life stages . e.g. education loans .
- With up- to-date customer information , businesses can prepare more personalized services.

2. Benefits for Employees

- Employees have more time to serve customers and fulfil orders.
- Employees are empowered with the information to deliver high quality service and meet customer expectations.
- Employees have higher satisfaction ratings

3. Benefits for the Bank

- There is optimum use of resources.
- There is improved customer acquisitions , retention and cross selling.
- Customer satisfaction and loyalty is increased by providing consistent personalized experiences.
- Managers are empowered with information that can help them manage customer relationships and make better decisions faster.
- Executives are empowered with information enabling them to capitalize on short windows of opportunity in the market.

Objective of Study

The study seeks to analyse the current status of CRM practices adopted by various banks in India and its value in the efficient conduct of the business operations.

Scope of Study

The study attempts to analyse the current status of CRM practices in various banks on the basis of certain parameters like Products offered, grievance redressal, customer education and transparency and responsiveness.

Research Methodology

Secondary data has been used to analyse the current status of CRM practices of various category of banks in India. Data from Report of Trend and Progress of banking in India , RBI Bulletin, Annual Reports of BCSBI etc forms the basis of the study.

Data Analysis

The study is conducted taking into consideration the following parameters:

- Products Offered
- Grievance Redressal
- Customer Education and Transparency
- Responsiveness

• Products Offered

So far as products are concerned , along with the traditional services today's banking offers a wide variety of innovative products to its customers like ATM's, Debit/ Credit cards, Internet Banking, Mobile Banking , Tele-Banking and other e - Banking products.

Table 1 The number of Branches and ATM's of Scheduled Commercial Banks Group-Wise

Bank Group	Number of Branches					Number of ATMS			
	Rural	Semi-Urban	Urban	Metro-politan	Total	On - Site	Off - Site	Total	% of Off-Site to total ATM's
Nationalised Banks	13381	8669	8951	8375	39376	10233	5705	15938	35.8
State Bank Group	5560	4835	3043	2624	16062	7146	4193	11339	37
Old Private Sector Banks	842	1554	1344	933	4673	1830	844	2674	31.6
New Private Sector Banks	271	1084	1371	1478	4204	5166	7480	12646	59.2
Foreign Banks	04	04	52	233	293	270	784	1054	74.4
Total	20058	16146	14761	13643	64608	24645	19006	43651	43.5
Source: Report on Trend and Progress of Banking in India 2008-09									

Table 1 shows that Nationalised banks are far ahead of their counterparts so far as number of branches in rural areas are concerned. The New generation Private banks and Foreign Banks reach their customers more through ATM's than their branches. Their efforts to reach their customers with innovative products and services is evident from the high percentage of their off-site ATM's to On-Site ones.

Grievance Redressal

Prompt Grievance redressal is of paramount importance in Customer Relationship Management. There is no second chance to create a first impression so banks need to be extremely careful especially in the first instance .

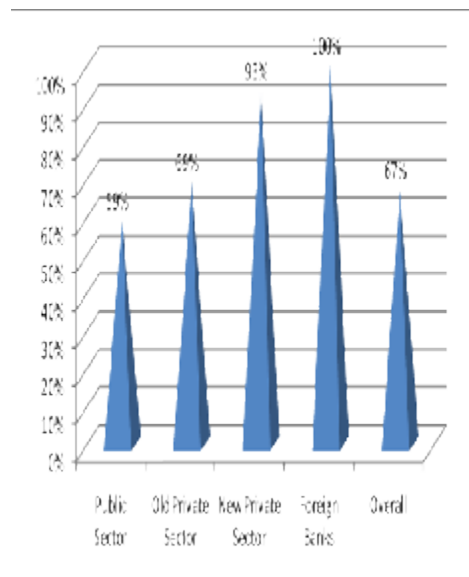
Table 2 Profile of Complaints

Nature of Complaints	2007-08	2008-09
Deposit Accounts	55	111
Credit / Debit cards	109	205
Pensions	2	7
Tariff Schedules and Service Charges	23	18
Cheque collection / Clearing Cycle	22	21
Foreign Exchange Services	4	4
ATM – related Services	2	5
Compensation policy	-	-
Unsolicited Telemarketing	5	-
Loans and Advances	59	132
Grievance Redressal Mechanism	17	21
Miscellaneous	38	47
Total	336	571
Source : The Banking Codes and Standards Board of India Annual Report 2007-08 & 2008-09		

Table 2 indicates a comparative view of the nature of the complaints received by BCSBI during the year 2007-08 and 2008-09. It is evident that during the year 2008-09 BCSBI received 571 complaints as against 336 in 2007-08 indicating 69.94% increase which is quite alarming.

Graph 1 Complaints acknowledged by branches-

Bank group wise position 2008-09

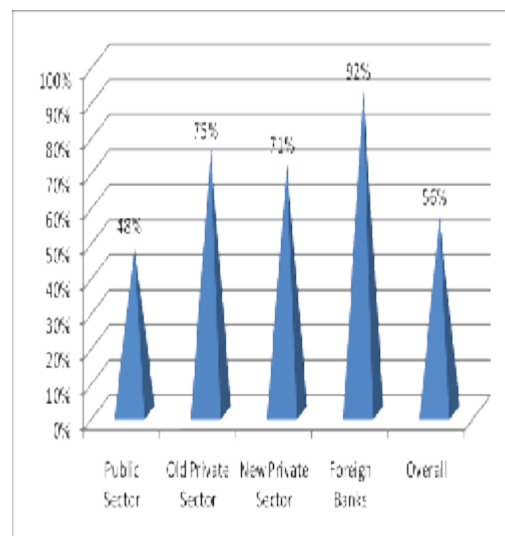


Graph 1 indicates that Foreign banks take a lead position with 100% acknowledgement of customer complaints followed by New Private Sector Banks, Old Private Sector Banks, Other Banks and Public Sector Banks respectively.

Customer Education and Transparency

BCSBI sets the minimum standards of customer service with reliability, transparency and accountability. It outlines how banks should deal with their customers and what customers should reasonably expect from their banks.

Graph 2 Status of branches displaying information about availability of BCSBI code 2008-09

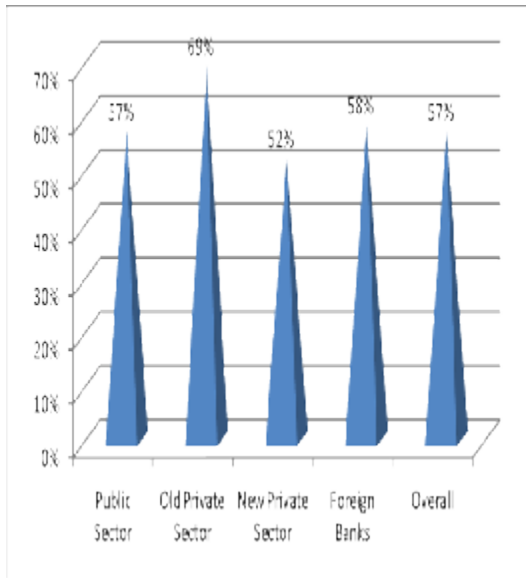


Graph 2 indicates that Foreign Banks have performed better than their counterparts in terms of educating the customers regarding BCSBI code. Public Sector Bank's have scored lowest on this parameter.

Responsiveness

Banks no longer can afford to be merely reactive in the times of cut throat competition. They need to be proactive in their approach with regard to customer handling.

Graph 3 Group-wise position of the banks paying compensation without waiting for demand from the customers 2008-09



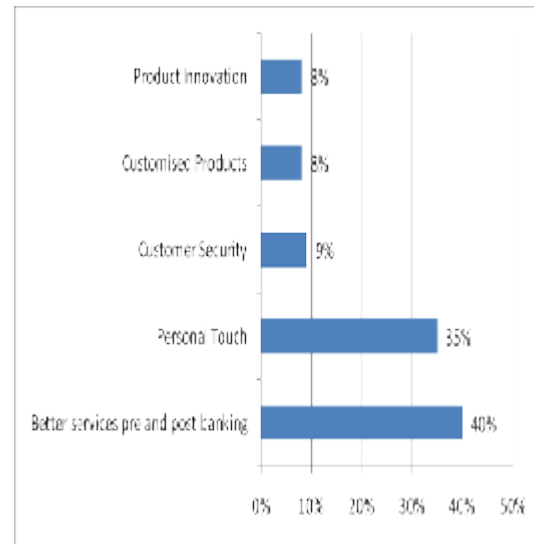
Graph 3 shows that Old Private Sector Banks follow a pro-active approach so far as payment of compensation to the customers is concerned. Foreign Banks, Public Sector Banks and other banks being the followers.

Findings and Suggestions

A survey was conducted by FICCI to find out key factors that convert a satisfied customer into a loyal customer and the findings

are presented in the form of graph below:-

Graph4 Key factors that convert a satisfied customer into a loyal customer



As it is evident from the Graph 4 that out of total respondent banks, 40% felt that superior banking services are one of the essential factors and the same was rated high by the customers. 35% of the respondent banks said that it is personal touch in the customer dealings that has helped them in retaining customers followed by other factors viz customer security, customised products and product innovation respectively.

Following factors can go a long way in building long term

relationship with customer and maximising their lifetime value:

1.Extensive Research and Development

Research work needs to be undertaken to understand needs and expectations of customers by the banks so as to determine the key components of service quality.

2. Avoiding Process Bottlenecks

Public Sector Banks should try to eliminate procedural bottlenecks especially in the areas of cash payment and receipt at the counter, updating the passbook and quick statement service , early decisions on credit applications and patient listening to the complaints.

3. Addressing the grass root issues

Banks must focus on both technological advancements and on human relation management.Rather than looking out for an effective complaint redressal system , banks must focus on minimizing complaints itself.

4.Customised Product

Banks must develop systems and products that are customer friendly, responsive , flexible and reliable.Banks must come up with different products for different categories of customers keeping in mind the rural , urban and metro-politan customer mindsets.

5.Employee Empowerment

Employees should be provided more autonomy through information sharing so as to enable them to handle the customers in a better way and solve their grievances without any delay.

6. Integrated Marketing Approach

Employee satisfaction is directly proportional to the growth of the organization. The employee at the counter is the representative of bank for the customer and hence employee should be educated and encouraged to serve the customers better.Any negative behaviour may lead to a bad name about the bank resulting in heavy outflow of accounts.It is to

be understood that marketing isn't the task of marketing department alone.

7. Opportunities in Customer Complaints

Customer's complaints also bring in opportunities. By listening to the customer's complaints, the organization comes to know its weaknesses and gets an opportunity to take the same as a wake - up call.

8. HR Factors

New skills to be developed in HRD , rewards and punishments linked to the productivity , fast track career progression for performers , emphasis on Total Quality Management , Training and Talent Spotting .

Conclusion

In today's competitive business environment, attracting, nurturing and retaining customers is really a tall order. It is often advocated that an IT- enabled Customer Relationship Management would provide the answer but CRM is not just a routine task. Today's

customers are smarter , more demanding, less forgiving and are approached by many competitors with equal or better offers . Banks have to understand that merely acquiring customers is not sufficient. The challenge is to retain the customers because there is a direct link between customer retention and profitability of the bank.

Today's customers are becoming harder to please. Customers are said to be asset for the business hence all should be done for their retention. Now days the challenge is not to produce satisfied customers but to produce delighted and loyal customers. Too many companies suffer from customer churn i.e. high customer defection. Various strategies such as measuring customer life time value, efficient complaint management system and service recovery strategies can be really helpful in retaining customer.

Mr. Vikas Trivedi
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My Voice: Dare to think different and be different

We are living in the age of globalization and intensified competition. This is the age where no individual or institution can take things for granted. Each individual and organization has to strive for perfection and efficiency to ensure its survival, growth and success. Markets are flooded with different varieties and range of products and brands. The products can be bought from corner grocery store as well as mall. The service sector is also experiencing severe competition. This is the age where consumer is spoiled with choice and marketers have to struggle to create unique image for their product or brand.

It is a human nature that they are always receptive to novel experience and they have more curiosity for something which is new and unknown. In the age where almost every thing resembles every other thing it is imperative for marketers to dare to be different by offering a market offering which is unmatched by the competitors. Brands have no meaning if they cannot gain consumer preference leading to consumer loyalty. Innovation and Creativity are going to be the key words for market success. The business firms

and service industry has to come up with market offerings which beats global standards. Total quality management will be expected from each and every employee working in the business organization, or any other institution like government, schools, university, hospitals or bureaucracy. Darwin's principle of Survival of fittest has now become the success mantra for business firms and other institutions in the age of globalization.

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

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

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