

# The IMIS NEWSLINE

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YEARS OF  
BUSINESS EDUCATION

## From the Editor's Desk...

One of the most important qualities of leadership is the ability to make decisions. Resilient individuals do this well because they trust in themselves and in their own judgment.

Resilient individuals know what brings joy and happiness into their lives. They are able to define themselves in terms of who they are-- their beliefs, values, tastes and opinions and they make firm decisions based on that information. When necessary, they are able to defend their positions when they are challenged by others. Don't mistake this for being rigid or controlling however. Part of being resilient is being flexible, but flexibility is not code for a lack of conviction. Individuals who are resilient are able to change their views, but only when there is significant evidence that such a change will lead to an increase in their well-being, provide a better understanding of the world, and create better decisions.

Those who don't trust their own judgment struggle with uncertainty. These individuals rarely make decisions by themselves and

when they do they are often filled with anxiety. They inevitably find themselves asking others for advice. You may be wondering if this means that soliciting input from others is a problem. On the contrary, it's frequently a good idea. But using the opinions of others as the sole source of input in the decision-making process is a major problem. Many times these individuals have a standing "committee" for example, composed of family and friends with whom they discuss their decisions. In the absence of confirming input from this "committee", they can feel paralyzed. When they do express an opinion, they are easily swayed if it's challenged by others. As they struggle with uncertainty they are indecisive, they hate to make decisions, and they easily give control of their lives to others who are willing to make decisions for them.

Allowing others to vote on the direction we take in our lives is not good decision making and certainly interferes with developing personal resilience.

## 18<sup>th</sup> Annual Convocation



## 6<sup>th</sup> Annual Grameen Mela "Umang"



## Role of HR in Business Strategy

It is all about creating and delivering value aligned with the organization's objectives.

Creating value in the markets or business units, thereby having a direct impact on quantifiable business objectives. HR professionals are no longer administrative support staff who process transactions related to employees. The days of an HR leader being a people person with soft skills have long passed. There are no soft skills, there is only business acumen. Every decision, plan, or process has to be aligned with the core business strategy. As a true business partner, HR must be able to add value to the organization's overall strategic objectives by employing a shared mind-set and accountability to key performance indicators. The focus has shifted from what HR does to what they deliver. Simply stated, the bar has been raised. To add value, HR must innovate and continue to step outside of traditional roles and proactively seek out opportunities to learn the business we support. To participate and contribute in business discussions, HR business partners must not only ensure smooth systems and processes, but consider the strategic impacts of talent and organization choices. HR leaders must first be strategic business partners who just happen to manage the most valuable assets of the organization—its human capital.

HR's transformation over the years from administrative cost center to strategic business partner continues to evolve, but one thing is certain—there is no turning back. Today's HR strategic partner not only has gained a seat at the table with the major decision makers of an organization, but also assumes a prominent role as a chief advisor in the organizational structure of a company. This transformation began when HR demonstrated that its value did not exist solely to serve itself, but rather to help the company grow and remain profitable. Everything HR does must provide value to the organization's strategic objectives. In other words—HR's goals must be the same as the business's goals. That is why today's HR strategic business partner looks at talent management as strategic imperative number one. Acquiring top talent is the first step. Reducing the time needed for new employees to become productive through effective onboarding and training is also essential. But, the one talent-related area seen as having the most potential for fostering a positive business-partner relationship is succession planning. When key positions in an organization are open and not being filled—the business and its bottom line suffers. Successful HR business partners lead the effort to develop a long-term strategy to ensure continuous development and retention of its key employees and potential successors.

In today's economic context, HR can no longer be a reactive offstage function whose aim is to respond to a given business situation. Strategic HR is the realization that HR has to play a more significant and proactive role in the strategic goals and objectives of an organization. HR departments are recognized as strategic partners within an organization when they fully understand its business.

Strategic HR departments understand their organization's business, how the money flows, and what drives growth and profitability. They also run their departments like a business by thinking about what would best serve the overall business, and by proactively contributing to the development and accomplishment of the organization-wide business plan and objectives. They build partnerships with internal and external customers. They develop human-resource programs with long-term objectives, and increase employee productivity by focusing on business obstacles that occur outside of human resources. Finally, they come up with and share ideas on how to help people in the organization meet their goals and contribute to the overall business plan.

Strategic HR does not abandon the administrative responsibilities. Otherwise, no other department in the company will carry out these "operations-sustaining" activities. But its main task is to participate in corporate strategy rather than support administration. Strategic HR is more proactive rather than reactive in its relationships with the other functional areas. It is more concerned about what its internal customers need in the future to compete globally. Strategic HR managers do not wait for instructions, requisition or complaints. It does its homework, does research on the future, and offers proactive solutions and strategic advice.

Strategic HR is preventive rather than corrective or punitive. It is developmental in orientation. The conventional HR function is the dispenser or implementers of justice and protector of corporate assets. It views employees as resources not be wasted rather than strategic resources to be developed. Strategic HR aims to create a working environment conducive for employees to do things right the first time. It aims to prevent mistakes rather than punish them.

Strategic HR is output driven rather than input oriented. For instance, training results are measured not in terms of training hours or number of trainees per year, but in terms of improvement in the trainee performance attributable to the training. Performance improvement can be in terms of productivity, efficiency, quality of work (defects), customer

satisfaction or conversely, number of customer complaints received. Strategic HR personnel are concerned with these results as much as the operating departments it serves. In spite of the fact that output results are more difficult to measure than input deployed, strategic HR aims to find ways and means to directly and indirectly measure these more accurate matrix of its success and effectiveness.

Strategic HR is mainly pre-occupied in molding the employees of the future today. For organizations to survive and excel in the future, its needs to develop or acquire employees who are multi-skilled, cross-functional, empowered, team players. In addition, they have to have high emotional intelligence (EQ) and capable of thinking "out of the box" about the future. They should be capable not only of improving their work, but re-engineering or reinventing it if necessary. Front liners who are engaged in millions of "moments of truth" meeting customers, must have superior flexibility, resourcefulness, and excellent memories especially if their task requires greeting customers by their first or last names. Strategic HR keeps these employee attributes as its goals while conducting its basic processes of recruitment, training, job rotation, career enhancement, and performance appraisal.

Strategic HR aligns performance criteria systems with corporate goals and strategies rather than traditional functional concerns. It includes in performance criteria of both rank and file employees and managers those that will enable them to contribute to corporate goals. Strategic HR appraises people on the more relevant output performance like quality, productivity, internal and external customer satisfaction. If negative criteria are used, these become defects or rework, wastes, and internal and external customer complaints or returns.

Strategic HR aims to change employee behavior and attitude by directly connecting his appraisal (and eventually his pay) to what actually matters to corporate performance and customer satisfaction. It puts less weight on nebulous criteria like teamwork, attendance, boss satisfaction, and neatness. HR is no longer a backroom or support function. It is in the forefront of corporate strategy, much like sales and marketing. It provides and determines competitiveness to an ever increasing degree. All other things being equal – financial, physical, and product assets – people will make the difference between two competing companies. Strategic HR can make this difference happen.

- Ankur Sinha  
PGDM (2014-16)



Swachh Bharat Abhiyan - by IMIS Students



Collagery - A Creative Business Event by MARKUES Club



Channelize - A Business Event by MARKUES Club



Celebrations on the Eve of New Year

OUT BOUND TRAINING





## **Subrat Sahoo**

*Manager (Marketing)*

**Bank of India, Jamshedpur**

IMIS Alumnus - PGDM (2009-2011)

### **1) TELL US ABOUT YOURSELF:**

Currently I am working with Bank of India as Manager (Marketing). At present I am taking Care of Marketing and Strategic & Economic Intelligence departments for Jamshedpur zone containing 94 Branches.

### **2) ABOUT YOUR SPOUSE (IF ANY) AND OTHER FAMILY MEMBERS:**

I am married to Sushree Ranjita Behera. Presently she is working with SSPS East Singbhum. My mother also stays with us. She is a home maker.

### **3) SOME OF YOUR BEST STINTS IN THE YEARS AFTER YOU PASSED OUT FROM IMIS:**

Got different Awards and accolades in Bank of India including best Trainee in Induction Training, First Prize in Information Security Quiz etc.

Also held the position of Head (Marketing) and In-Charge (Strategic & Economic Intelligence Department) for Jamshedpur Zone.

### **4) YOUR VIEWS ON CAREER GROWTH IN YOUR PARTICULAR SECTOR:**

In PSUs career growth is relatively slower but the job security is intact. But the growth is becoming faster now a days as there was a gap in recruitments for 15 years since 1990s and hence many employees are retiring in lots. Hence career growth and opportunities are excellent

for current and upcoming batches of recruits. Moreover, bank management now wants to give specialized tasks to specialized personnel, as bank is now also recruiting Law officers, HR/ IR officers, Marketing Executives, Finance Executives Etc.

### **5) YOUR COMPANY'S RECRUITMENT PROCESS AND YOUR REMARKS ON IT:**

Although upto our batch our bank recruited through Campus Recruitments but now Our Bank Recruits Strictly through IBPS.

### **6) YOUR SUGGESTIONS FOR JUNIORS:**

1. Work Hard
2. Deserve then Desire
3. Aim at knowledge wealth will follow.

### **7) FOR YOUR ALMA MATER:**

Of my complete 18 years of student life from school to B.tech To PGDM, I enjoyed my stay with IMIS the most and could know myself, believe and perform to my potential in IMIS. Always will be deeply indebted to you. Always ready to serve you.

**PROF. BRAHMADEV PANDA AND DR. MANAS KUMAR PAL**

Presented a case study titled “Ruchi Soya Industries Ltd” in Global Summit on Management Cases (GSMC-2014) organized by IIM Raipur on 12th – 13th Dec., 2014.

**DR. USHA KAMILLA AND PROF. DIVYA GUPTA**

Participated and presented a paper titled “Measuring Bank Competition in Changing Indian loan Markets - A Modern Empirical Approach” at the 4th India Finance Conference 2014 conducted by IIM, Bangalore on 17th and 19th Dec., 2014.

**DR. MANAS KUMAR PAL AND PROF. ANAMIKA**

The Paper titled “Imparting Entrepreneurship Education for Strategic Innovation and Economic Development: a study in Odisha, published in Asian Journal of Management Research, ISSN 2229-3795, Vol. 5, Issue 2, pp.234-252.

**PROF. ABHIJIT PANDA AND PROF. LAXMIPRADA PATNAIK**

- Conducted a training programme for the Executives of OMC on “Interpersonal Skills & Team Building” on 19th-20th December, 2014 at IMIS.
- Conducted a training programme for the Executives of OMC on “Presentation & Effective Communication Skills” on 17th-18th November, 2014 at IMIS.
- Conducted a training programme for the Executives of OMC on “Effective Interpersonal Skills for Managers” on 20th-21th November, 2014 at IMIS.

**PROF. S. K. BABOO AND PROF. BABULI SAHU**

Conducted a Training Programme for the Non-Executives of OMC on “IT Skills for Better Management” on 16th-19th December, 2014 at IMIS.



*“Great experience. Loved the positive energy among the students and a very nice & serene campus.”*

**Mr. Sandip Tarkas**

President & CEO  
(Customer Strategy & Future Media), Future Group, Mumbai



*“I enjoyed the interactions with students, who are very keen in understanding the concepts of business. I especially like the questions and comments from numerous students. My very best wishes to all students.”*

**Dr. Arun Pillutla**

Professor, St. Ambrose University, USA



*“The quality of students are very high. College is maintaining the standard for last couple of years. The hospitality have been wonderful.”*

**Mr. Kankan Bose**

Head - HR,  
Pantaloons Fashion & Retail Ltd., Kolkata



**Mr. Abhishek Agarwal,**  
Asst Manager, ITC Ltd,  
Vishakhapatnam



**Mr. Anirudh Behera**  
GM-Business, IDBI Bank,  
Bhubaneswar



**Mr. Deepak Ku. Mohanty**  
Former Chief HR Officer,  
TVS Group of Companies,  
Bangalore



**Dr. B. K. Mohanty**  
Professor,  
IIM-Lucknow



**Mr. Manoj Ku. Mohapatra**  
Chief Manager, Federal Bank,  
Bhubaneswar



**Mr. Niraj Kumar**  
Customer Development Team  
Leader, Colgate Palmolive,  
Kolkata



**Ms. Sarika Sharma**  
Dy Manager-HR,  
Universal Sampo, Mumbai



**Mr. Titas Chaki**  
Zonal Manager-HR, Mahindra  
& Mahindra Financial Services,  
Kolkata



**Mr. Subhansu Dash**  
Reg. Manager-HR, SBI Life  
Bhubaneswar

# CRP 2015

*is on progress .....*

- 25 companies already recruited from the campus.
- More than 10 companies are in pipeline for the month of January 2015.

# Admission PGDM / PGDM-FC for the Batch 2015-17 Started.....

*Apply Online*  
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*Dear Reader,*

Please enrich **IMIS Newsline** with your constructive suggestions to **Prof. Abhijit Panda**, Editor  
E-mail: [abhijit@imis.ac.in](mailto:abhijit@imis.ac.in)

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