

**LEVERAGING HUMAN POTENTIAL  
THROUGH HRM STRATEGY:  
A CASE STUDY OF JAWAHARLAL  
NEHRU TECHNOLOGICAL (JNT)  
UNIVERSITY**

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*This paper is based on*

- the results of a survey undertaken to assess the impact of HRM strategy in JNT University on its faculty.
- the experiences of Jawaharlal Nehru Technological University Hyderabad in ensuring right people, right systems and right processes across the University through its time-tested Human Resource Management (HRM) strategies.

The impact of HRM strategies is significantly noticeable in this university through its impressive progress in recent years, metamorphic change in its organisational culture and climate.

## *Background of JNT University in brief:*

- **founded in 1972 with three Engineering Colleges located at three different parts of the State of Andhra Pradesh**
- **Four branches of engineering: Civil, Mechanical, Electrical and Electronics & Communications.**
- **The annual intake of students was 500. The teaching and non-teaching faculty was around 600 in number.**

# *Background of JNT University in brief...*

- **The primary focus was on undergraduate courses B.Tech through regular and part-time modes.**
- **There was considerable attention on research, training and also consultancy.**
- **supported by State Grants and University Grants Commission guidelines.**
- **A tiny university among all giant-Universities in the state such as Andhra University, Osmania University and others.**

# *Present Scenario*

- **One of the largest Technological Universities in the country**
- **225 affiliated Engineering Colleges (located in almost each of mandal revenue division in the state), besides three constituent colleges**
- **24 varieties of specializations at graduation level**
- **72 varieties of specializations at Post-graduation level.**
- **8 collaboration programmes at post graduate level with leading American Universities such as Carniegh Melon University, Central Michigan University.**
- **Annual intake of students is over 80,000 in the University.**
- **Increase in space by 500 percent.**
- **Relatively large degree of industry-institute collaboration**

*The secret of all such phenomenal  
success is  
our HRM strategy.*

We all know that institution building is not an overnight process, nor it is one time affair, it is a continuous and unending process. I feel often great and completely satisfied for the spectacular growth the university registered in the recent years and I often feel great for being instrumental to this.

Let me now share with you what our Mission and HRM Strategy are:

# *Mission Statement of JNT University*

- to expand human knowledge in science, engineering and technology through research integrated with education, training and consultancy for the benefit of the society
- to educate outstanding students to become creative members of society
- to achieve and sustain excellence in every area of its operation
- to emerge, in the process, as worldclass quality university.

# Action plan

To achieve this mission, the University will:

- provide the facilities and support for its faculty to pursue innovative research
- respond to developments in the business and technological environment and society at large
- forge close links with the wider academic world, the professionals, industry, and commerce
- promote challenging and rigorous teaching which benefits from a fruitful interaction with the research environment
- facilitate the exchange of ideas through tutorials and small-group learning and exploiting the University's resources in its libraries and laboratories, to equip its graduates to play their part at a national and international level

# Action plan...

- make best use of the advantages of its constituent and affiliated colleges, where intellectual and personal development of the faculty is fostered within a stimulating, multi-disciplinary academic community, and academic life is strengthened through the provision of high-quality support services
- attract students of the highest calibre, through an qualifying examination to its undergraduate, graduate, and continuing education courses
- widen access and extend varied opportunities for life-long learning

# *HRM Strategy*

*'Empowering transparent work culture in University through strong values of trust, caring, fairness and respect.'*

The impact of our HR strategy can be briefly described as follows:

- We find our staff bring energy, passion and a positive attitude to the job every day morning.
- We create an environment in which people are truly connected to their work, colleagues, and students.
- We transform a chronically unenthusiastic and unhelpful department into an effective team.
- We have fun, bustling atmosphere and great student service.
- We burst with energy and energise those who report to us and effect an astonishing transformation in the workplace.

# *Organisational Culture at JNT University*

The employees at JNT University work on technology-driven processes and productivity focused academic model. They have wide range of career opportunities across the entire spectrum of academics and industry.

They perform at higher levels of efficiency as

- they are selected to the job only when their profiles match with the needs of the job and the organization.
- the university undertakes lateral recruitment to bring new skills, competencies and experiences into the organization and meet the requirements of rapidly growing businesses.

- the university encourages cross-functional movement, enriching employees' knowledge and experience and giving them a holistic view of the organization. This is often considered as a mean to leverage its human capital optimally.

- The university maintains its own website **[www.jntu.ac.in](http://www.jntu.ac.in)** to share with all its stakeholders all the updated information about the developments in the University and its faculties

# Organisational Culture at JNT University (Contd..)

- **The faculty for continuous enhancement of knowledge and skill sets to equip themselves to meet the challenges in the rapidly changing business environment. They form into a learning organization for being competitive in products and services and meeting student expectations.**
- **There is continuous focus on training and development to build competences. There is Academic Staff College sponsored by University Grants Commission which organizes refresher courses for senior faculty, orientation programmes for newly recruited faculty, short term training programmes exclusively meant for the non-teaching and administrative staff.**

# Organisational Culture at JNT University (Contd..)

- **Special training programmes are designed on functional aspects and leadership development to build knowledge as well as management capability at a dedicated training facility called Academic Staff College. The training faculty is drawn from premier and national and international reputed organizations. It strives to build globally benchmarked skills and capabilities.**
- **There are well-defined performance parameters governing the performance management system, employee empowerment, achievement of goals, reinforcing its achievement-oriented culture. There is a structured process of identifying and developing leadership potential.**

# Organisational Culture at JNT University (Contd..)

- **The university has innovative human resource practices such as creating an exceptional pool of talent and a performance-oriented organizational culture and thus imparting agility and flexibility to the organisation.**
- **The university strives hard to develop and deploy world-class skills in a variety of areas such as Biotechnology, Remote sensing, Water Resources Management, Transportation, Environment management, energy management etc. It focuses on both building and maintaining deep and enduring relationships of trust with all its stakeholders.**

*The university is committed to institutionalize quality in academics by building skills in various quality frameworks, involving students in real-life projects, reporting progress and replicating successes across the different departments in the university.*

*The University has been partnering with Industrial and Business houses for taking up quality projects that leverage quality for strategic change and lead to advancement in students' understanding and knowledge.*

*A questionnaire was administered on 300 faculty (both teaching and non-teaching) in the university and the following is a brief analysis of some of the prominent issues covered as part of impact of HRM strategy on the university functioning:*

## *Early responsibility in careers*

Over 80 percent of the teaching staff said that they handled several responsibilities such as student counsellors, NCC/NSS Officer, Campus Maintenance Officer, Placement and Training Officer and so on.

## *Freedom to choose career path*

In the recent computer software boom, 9 per cent of the faculty chose to opt for industry.

*Flexibility and transparent  
organisation culture*

60 per cent of the faculty felt that the organisation culture was flexible and transparent enough.

## *Global opportunities through variety of exposure and diverse experiences*

There were 30 faculty in the departments where collaboration agreements materialised. 60 percent of this faculty felt that there had been variety of exposure and diverse experiences.

However, certain other exciting global opportunities such as faculty exchange programmes are yet to materialize.

## *Performance recognition*

90 percent of the faculty felt that their achievements are recognized from time to time.

## *Value based work environment*

80 percent of the faculty felt that the University has been creating value to society through its philosophy and services and also there has been value compatibility. All the activities in the university are focused around strong values of trust, caring, fairness and respect.

*Openness, Continuous Learning  
and growth opportunities* 58 per  
cent of respondents felt that there has  
been openness and transparency in  
University administration. 90 per cent of  
staff under study agreed there as been  
opportunities for continuous learning and  
career progression.

## *Awards for Best performance*

Though there has been strong a feeling expressed that there should be such awards cadre-wise, almost all the respondents have agreed that there are awards offered for best performers.

*Relatively strong social security  
and employee welfare*

70 per cent of the faculty felt that there has been relatively strong social security and employee welfare.

*Performance-oriented  
organisation culture* The well-  
defined organisation culture has  
been instrumental in yielding better  
results in the university. 70 percent  
of the faculty felt that the  
organisation culture has been  
performance oriented.

*Visible, transparent and  
accessible leaders*

68 percent of the faculty felt that the leadership training module has been helpful to them to transform them from ‘managers’ to ‘leaders’.

## *Job stability*

Full time and regular jobs in the university have been life-long jobs and hence there has been total stability on the job front for the employees. 100 percent of the respondents felt that their jobs are stable and secure in the university system.

*Well defined Organisation  
philosophy and culture*

80 percent of the faculty under survey  
felt that there has been well-defined  
organisation philosophy and culture.

*Work systems and procedures are in  
right place*

82 percent of respondents felt that the work systems and procedures have been in right place and have been delivering good results.

## *Freedom to work and innovate*

90 percent of the respondents have agreed that they have absolute freedom to work and innovate. More often, resource constraints are being reported..

*Career progression through*

*Structured and flat organisation*

70 percent of the faculty under survey  
agreed that there has been career  
progression through structured and flat  
organisation.

## *Exhaustive induction and orientation programme*

The newly recruited staff are kept under two years of probation and during this period, they are provided exhaustive induction and orientation programmes. 95 percent of the respondents felt so.

*Strong academic governance and  
citizenship*

75 percent of the respondents felt that there has been a strong academic governance.

*Opportunity for cross-functional  
and locational mobility*

84 percent of respondents felt that the university provides for cross-functional and locational mobility.

*Focused training designed to  
meet the needs of high  
performers*

*70 percent of the respondents felt that the  
university has better training programmes  
and empowering work culture.*



## **Conclusion**

- **Perform or Perish**
- **Commitment to Excel**
- **Judicious and Prudent Use of Resources**

**Long way to go** The long list of the brighter aspects of HRM strategy implementation in JNT University does not mean that every thing is going great.

**Changing the mindset** of all the students and faculty in terms of setting goals towards global standards in academics is still something, which has a long way to go.

Thank You