

TODAY A READER TOMORROW A LEADER

JIM CONNECT

E-Newsletter



FORMING RESPONSIBLE LEADERS
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Ignatian Insights in Indian Corporates

St. Ignatius of Loyola, the 16th-century founder and leader of the “Company of Jesus,” later to be called the Society of Jesus or the Jesuits, was a tough, fearless military man. Those closest to him in his post-military days remembered him as a man who led with compassion and encouraged and nurtured friendships among his companions. He led like a loving father, without differentiating or favouring any one over the others, treating all of his responsibilities, duties or people under his care equally. And like a good father, he could be strict while being gentle, and he tended to see the good in others.

He insisted on unity of purpose and mission, and at the center of that unity was his companions' love for God. “Being a leader” so often equates to questions of “who’s in charge?” and “to whom do I report?” These reporting lines are not unimportant in most organizations, but the kind of compassionate leadership fostered by St. Ignatius and so many others extends far beyond organizational charts and into the realm of creating organizations that work always toward the common good, the common goal, and unity of purpose.

(From “Leadership: St. Ignatius and Compassionate Leadership” by Steve Givens)

The Ignatian principle of Ad Majorem Dei Gloriam (AMDG), meaning “For the Greater Glory of God,” emphasizes leadership that transcends profit motives to serve a higher societal purpose. In Indian corporate leadership, AMDG finds profound resonance, as many organizations integrate purpose-driven strategies to create sustainable impact while achieving business success. Let us look at the insights from a few Indian Companies

Tata Group: Nation-Building as a Corporate Purpose

The Tata Group epitomizes purpose-driven leadership by prioritizing societal welfare over pure profit motives. Tata’s leadership philosophy focuses on building a legacy that benefits communities and enhances India’s development. The Tata Trusts, which own a majority of Tata Sons, direct profits into philanthropy, funding education, rural development, and healthcare initiatives. Tata Steel introduced labour welfare measures like an 8-hour workday, decades before such practices became mandatory, reflecting care for workers’ dignity. This approach aligns with AMDG by integrating social equity into its core vision, creating an organization that serves humanity alongside stakeholders.

Infosys: Ethical Excellence and Inclusivity

Founded by Mr. Narayana Murthy, Infosys emphasizes ethical governance and inclusive growth as key pillars of its leadership. Murthy famously stated that “profit is a by-product of good work,” reflecting the AMDG-inspired balance of business success and societal good.

Infosys became a pioneer in corporate transparency in India by introducing quarterly reporting and adopting global governance standards. Through the Infosys Foundation, the company funds rural education, healthcare, and disaster relief, benefitting underserved communities. Infosys demonstrates how ethical leadership, aligned with Ignatian values, can build sustainable businesses while uplifting marginalized sections of society.

ITC Limited: Empowering Rural Communities

ITC Limited's "triple bottom line" approach integrates financial, social, and environmental sustainability into its business practices. ITC's commitment to "creating enduring value" aligns with AMDG by focusing on community development alongside stakeholder returns. The e-Choupal initiative revolutionized rural agriculture, providing farmers with direct access to markets and improving incomes for over 4 million farmers. ITC also achieves carbon neutrality and water positivity, showcasing environmental stewardship as part of its corporate purpose. ITC embodies AMDG by linking corporate success with rural empowerment and ecological balance.

Reliance Industries: Democratizing Access to Technology

Reliance Industries, under Mr. Mukesh Ambani, has transformed how millions access technology and essential services. Reliance's mission to "transform lives, empower India, and enable a digital future" aligns with AMDG by serving underserved populations. The launch of Jio democratized internet access, enabling education, entrepreneurship, and digital inclusion for millions across India. The Reliance Foundation undertakes initiatives in healthcare, disaster relief, and women empowerment, directly improving community well-being. Reliance's purpose-driven strategies showcase how innovation can address societal inequities.

Biocon: Affordable Healthcare for All

Founded by Ms. Kiran Mazumdar-Shaw, Biocon focuses on addressing healthcare accessibility for underserved populations. Biocon's mission of "affordable innovation" reflects AMDG's call for serving humanity through impactful solutions. By creating affordable biosimilars for diseases like cancer and diabetes, Biocon has saved countless lives in India and globally. The Mazumdar-Shaw Cancer Center delivers affordable cancer care, addressing critical healthcare gaps in India. Biocon demonstrates AMDG's transformative potential by aligning business operations with public health needs.

We find AMDG integrated societal impact into the DNA of businesses. Indian corporations like the Tata Group, Infosys, ITC, Reliance, and Biocon exemplify how companies can achieve sustainable growth while serving humanity. By prioritizing ethical decision-making, inclusive practices, and societal empowerment, these organizations embody Ignatian values, proving that leadership rooted in purpose creates lasting legacies for the greater glory of society and humanity.

Dr Albin Robert Lawrence
Dean Academics JIM

A Journey of Passion, Perseverance, and Progress

Entrepreneurship is a path of resilience, innovation, and relentless determination, and Mr. Biju Thomas, the founder and Chief Executive of Airtech Engineers, exemplifies these qualities. Over two decades, Mr. Thomas has changed his company into a leader in Corrosion and Asset protection, working with industrial giants like BHEL, L&T, and NTPC in the Trichy-Tanjore Industrial sector.

Mr. Biju Thomas began his entrepreneurial journey with a diploma in Mechanical Engineering and a dream of working abroad. Starting in Mumbai at a local blasting industry, he gained a decade of experience, rising to Site Manager and managing major projects for L&T and Reliance. After further refining his skills at Thermax Limited in Pune, he launched Airtech Engineers to provide industrial painting and corrosion protection services. Initially in Pune, the company relocated to Trichy, completing notable projects like windmill tower painting for Suzlon and Gamesa and collaborating with BHEL for power plants and the oil and gas sectors.



Mr. Biju Thomas
Chief Executive
Airtech Engineers

The COVID-19 pandemic disrupted Mr. Thomas's labour-intensive business, raising costs and halting operations. He displayed strong leadership by supporting workers with accommodation, food, and partial salaries. Through strategic planning, Airtech Engineers overcame challenges and emerged stronger. Mr. Thomas consistently turns challenges into growth opportunities, such as securing a ₹5 crore L&T project that required advanced infrastructure and strict quality control, showcasing his ability to manage risks and deliver excellence.

Financial discipline determines Mr. Thomas's success in Business, with timely billing and repayment ensuring optimal capital for large projects. Strategic cost management enables Airtech Engineers to meet client expectations without compromising quality.

Mr. Thomas advises aspiring entrepreneurs to gain experience with reputable organizations to build essential technical and managerial skills. He stresses the importance of quick decision-making, as delays can hinder progress. He also highlights Trichy's favorable environment for entrepreneurship, with strong infrastructure, skilled labor, and central connectivity, urging entrepreneurs to leverage local ecosystems to solve real-world problems.

"Making swift and precise decision determines the growth of your business."

Interviewed by
Janice Hemila
24PBA155

Adani Green : Rising Amid Challenges

On November 29, 2024, Adani Green Energy saw a sharp rise in its stock price of 21%, adding ₹512 billion to the Adani Group's market value, now reaching ₹13.7 trillion. This boost shows strong short-term market interest, but it does not hide the ongoing problems the group faces, both in India and globally. Adani Green is under investigation for allegedly overstating the size of its solar projects. This comes after the Hindenburg Report in 2023, which accused the company of manipulating stocks. There have also been accusations of inflating coal import costs by ₹29,000 crore. These issues have raised questions about the company's trustworthiness and its management.



Adani Green is a key player in India's plan to expand renewable energy. The company aims to add 25 GW of renewable energy by 2025, which is a big part of India's goal to reach 500 GW by 2030. If these projects are delayed, it could hurt India's efforts to fight climate change. Also, Adani Ports handles 25% of India's cargo, and any problems with the company could affect exports in important industries like IT and pharmaceuticals.

The group has a total debt of ₹3.1 trillion, with ₹1.2 trillion due by 2026. Rising global interest rates could make it more expensive for Adani to pay back this debt, adding extra financial pressure. Adani's struggles also risk reducing foreign investment in India, which brought in \$81 billion in 2023. Investors may choose to put their money into other countries if these issues continue.

The global economic situation is also affecting Adani. The Russia-Ukraine war has increased energy prices by 25%, making Adani's coal and energy businesses more expensive. India's economy depends heavily on companies like Adani to reach its 5.9% GDP growth target for FY 2025. If Adani's problems continue, it could slow down important infrastructure projects, costing India up to ₹300 billion annually.

To keep growing, Adani needs to address these issues quickly. The government and investors should make sure the company is transparent and follows good practices. This will help restore trust and ensure that Adani can play a positive role in India's future growth.

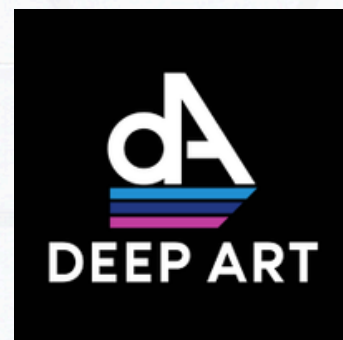
Monisha R M
24PBA128

Let's Know

Creativity with DeepArt

DeepArt is an AI tool that transforms photos into stunning artworks inspired by famous artists. It's easy to use, perfect for students and artists alike. Create beautiful art with just a few clicks, no artistic skills required.

DeepArt transforms personal images, like family portraits or vacation memories, into stunning, artistic creations that are both unique and cherishable. These art pieces can beautifully decorate your home or serve as thoughtful, creative gifts for loved ones. DeepArt supports teachers in creating engaging lessons and students in learning art history and techniques from great artists, fostering creativity and understanding through interactive images. Graphic designers use DeepArt for unique projects and posters, while writers craft striking book and magazine covers.



Its ability to produce high-quality images makes it essential for professionals. This amazing tool allows artists to explore new techniques, blend traditional and modern styles, create innovative artworks, offering both accessibility and creative.

J Sam Arokiya Raj
24PBA129



Let's Think

Data Driven or Data Influenced?

We live in an era where data reigns supreme. Every action, every interaction, every choice is quantified, analyzed, and optimized. From the products we buy to the content we consume; data guides our decisions. But are we truly data-driven, or are we merely data-influenced? Do we blindly follow the numbers, or do we use data as a tool to inform, not dictate?



As we navigate this data-rich world, it is crucial to question the extent to which data shapes our lives. Are we sacrificing human intuition, creativity, and serendipity for the sake of efficiency and predictability? Or can we strike a balance, harnessing the power of data while preserving the essence of human experience?

Let's know what you think @ jimconnect@jim.ac.in

Valour of Indian Independence - Saraswati Rajamani

In the archives of India's Freedom Crusade, countless lionhearts stand tall. However, few have made a significant mark, inscribed in our history's golden scriptures. One such personality is Saraswati Rajamani (11.01.1927 to 13.01.2018). Her life is a testament to braveness, selflessness, and determination towards a great cause.

She was born into a wealthy family in Rangoon; she could have led a luxurious life if she wished. Nevertheless, her thirst for freedom and exposure to the hardships faced by Indians under British rule ignited her unassailable spirit. She donated all her family-owned wealth and the gold mine to the Indian Freedom Movement.



Inspired by the fiery speeches of Subhas Chandra Bose, which catalysed her to join the Rani of Jhansi Regiment of the Indian National Army (INA) as the youngest spy at the age of 16. Her missions were Herculean and heroic. She disguised herself as a boy, muscled into the British campus to gather information, and she remained there for two years. When a fellow spy was captured, she took a solo mission, disguising herself as a dancer, where she went to the British camp and mixed the sleeping dose in a juice. She, while dancing, gave it to the soldiers there and rescued her fellow spy.



She set standards in the societal norms because, during that time, women were mostly confined to household roles, but she broke the stereotypes and showcased gallantry, shrewdness, and intellectual strength that women have the potential to contribute as leaders and be a root for a greater cause.

As business professionals, the mantra or lessons such as risk-taking, critical thinking, innovation, and perseverance can be extracted from Saraswati Rajamani's life. Rajamani's life showed us that leadership is not about the position but about the action and purpose where we get out of our comfort zone to originate a meaningful impact. Though Rajamani may not be widely recognised, her legacy as a pioneer and patriot will inspire generations to possess courage and integrity. Salute to the First Woman Spy of India!

Sivasankari V
23PBA102

Decoding Japan through the lens of Hofstede's:

Is Japan truly falling?

In the last part, we explored the rise and fall of Japan, a nation that once dominated the global stage with its innovative spirit and technological prowess. We reminisced about the days when Japanese brands like Sony and Panasonic were household names, symbolizing reliability and cutting-edge advancements. But now, as we find ourselves firmly planted in this new decade, Japan seems to be stuck in a nostalgic loop, and one can't help but wonder: what's going on here?

Is it simply a matter of economic misfortune, or is there something deeper at work? As we turn our gaze towards Hofstede's Cultural Dimensions, we'll uncover how Japan's rich cultural fabric—while a source of pride—may also be contributing to its struggles in adapting to an ever-changing world.

Hofstede's Cultural Dimensions: A Lens on Japan's Challenges

Power Distance

Japan scores relatively high on power distance, which means there's a significant gap between those in the authorities and the general populace. In practice, this translates to a workplace culture where hierarchy is respected and decisions come from the top down. While this can lead to stability and clear direction, it also stifles creativity and innovation. There are instances reported where the bottom executives felt unheard. This barrier challenges the status quo, fearing repercussions from their superiors. This reluctance can hinder adaptability in a world where agility is key to survival.

Individualism vs. Collectivism

On the individualism-collectivism scale, Japan leans heavily towards collectivism. The emphasis on group harmony often leads to a lack of individual initiative, as people prioritize group consensus over personal expression. While this fosters strong teamwork, it can also result in a culture resistant to change. Innovations that require risk-taking or deviation from established norms might be met with scepticism or outright rejection. This is evident in the corporate world, where companies like Sony have struggled to pivot quickly in response to market demands while adhering strictly to traditional practices.

Masculinity vs. Femininity

Japan's high masculinity score indicates a society that values competitiveness and achievement. However, this can create an environment where work-life balance is sacrificed for success. The relentless pursuit of excellence has led to what some call "karoshi," or death by overwork. This not only affects individual well-being but also limits the potential for diverse perspectives that could drive innovation. Companies that fail to address these issues may find themselves unable to attract top talent, particularly as younger generations prioritize work-life balance and mental health.

Uncertainty Avoidance

Japan exhibits strong uncertainty avoidance, meaning that there is significant discomfort with ambiguity and change. This cultural trait manifests in rigid business practices and a preference for established routines over experimentation. While this can ensure quality and reliability, it also means that Japanese firms may lag behind more agile competitors who are willing to take risks and embrace uncertainty as part of their growth strategy.

Long-term Orientation vs. Short-term Normative Orientation

Japan's long-term orientation reflects a focus on perseverance and thriftiness—traits that have served the country well historically. However, this can also lead to an aversion to immediate change or adaptation. The country's reluctance to embrace foreign talent or new ideas can be



attributed to this dimension; there's a tendency to stick with what has worked in the past rather than exploring new avenues that could lead to revitalization.

The Cultural Conundrum: Is Japan Stalling?

So? What does this mean for Japan?

As we peel back the layers of Hofstede's dimensions, it becomes clear that these traits gave a helping hand in their growth in the past, yet these traits are now acting as a double-edged sword.

While the rich tradition of Japan still holds its pride, the question remains: will Japan reconcile its traditional values with the need for innovation? Or will it continue down this path of stagnation?

Wait! The story still needs to be finished! There are exceptions to the list. For instance, Yamaha, when they felt the need for an aerodynamic design team, they didn't hesitate to approach the European market.

The time has come for Japan not just to remember its past but also to redefine its future—one where tradition meets transformation in a harmonious dance rather than a sumo wrestler doing salsa.

Sudhersan S
23PBA138

“Hiring Success” by Jerome Ternynck

“Hiring the right talent is more important, and more difficult, than ever”.

Jerome Ternynck's "Hiring Success" is a practical guide for businesses to modernize their recruitment processes. It focuses on data-driven hiring, candidate experience, and technology integration, emphasizing the critical role of talent acquisition in today's competitive market.



The following are some of the core themes and insights of the book on Hiring Success.

Data-Driven Recruitment: One of the major themes in this book is the shift towards data-centric hiring. He argues that data and analytics are indispensable tools in today's recruitment landscape. For example, companies can use data to forecast hiring needs, understand candidate behaviours, and make more informed decisions. Ternynck advocates for data-driven hiring, emphasizing the use of analytics to predict hiring needs, understand candidate behavior, and measure recruitment effectiveness. By tracking metrics and leveraging data, companies can align their hiring strategies with long-term goals, similar to Amazon's proactive approach to talent acquisition during peak seasons.

Candidate-Centric Approach: He stresses the significance of creating a positive candidate experience as a means to attract top talent. A seamless, transparent, and engaging recruitment process can enhance a company's reputation and make it a desirable place to work. The book highlights a candidate-centric approach to recruitment. By prioritizing candidate experience through feedback, simplified applications, and open communication, companies like Virgin Media have improved their brand reputation and attracted top talent.

Technology Integration: A major strength of Hiring Success is his practical guidance on using modern tools like AI-driven platforms and Applicant Tracking Systems (ATS). He argues that technology can free recruiters from routine tasks, such as resume screening and enabling them to focus on strategic decisions. His strong advocacy for AI-driven recruitment tools illustrates his forward-thinking approach, as he predicts that technology will continue to shape the future of hiring.

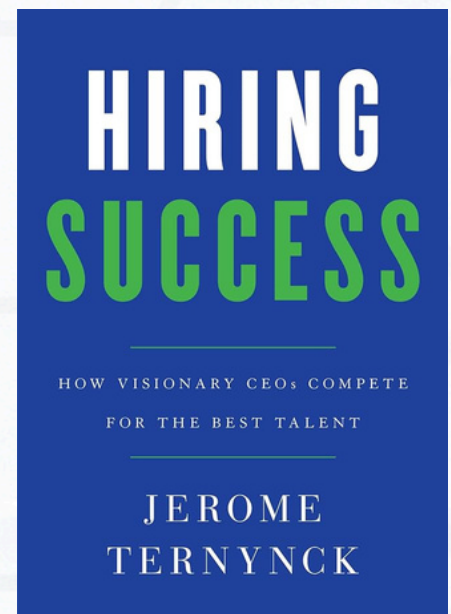
For example: How AI is used by companies like Unilever to screen candidates through gamified assessments. This method allows recruiters to evaluate a large pool of candidates efficiently while ensuring a fair and unbiased process.

Measuring Hiring Success: He introduces the concept of "hiring success" metrics, including Quality of Hire, Candidate Satisfaction, and Hiring Velocity. He argues the importance of measuring recruitment effectiveness through metrics like candidate satisfaction and retention rates. By tracking these metrics, companies like Google can make data-driven improvements to their hiring practices and ensure a high-quality workforce.

Hiring Success provides a robust framework for effective recruitment, backed by real-world examples. Its focus on data-driven insights and future-oriented technology makes it a valuable resource for HR professionals. However, some of its advanced recommendations might be challenging for smaller organizations with limited resources. Additionally, its heavy emphasis on data-driven approaches might not align with industries that prioritize interpersonal skills and intuition in hiring decisions.

Relevance to Modern Talent Acquisition: This book is particularly relevant in a time when traditional recruitment methods are struggling to meet the demands of a knowledge-based economy. He focuses in aligning recruitment with business objectives and using technology to improve efficiency with current trends in talent acquisition. For example, the emphasis on AI-driven ATS and automated screening tools mirrors the growing reliance on technology to streamline recruitment processes. He also highlights the importance of employer branding as a key strategy for companies to differentiate themselves in a crowded talent market.

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**Word
of the
Month!**

Avant garde
something
experimental or
ahead of its time.

Book Reviewed by
Dr J Michael Sammanasu PhD
Professor, JIM

St. Joseph's Institute of Management organized a spiritual renewal session on November 7 to fondly pray for the departed loved ones. All the members of the JIM family, faculty staff and students wrote names of their departed dear ones on whiteboards and engaged in collective prayer, paving way for a sense of unity and remembrance.



The SHEPHERD - Science and Humanities for People's Development, an outreach program, a transformative initiative, empowered St. Joseph's Institute of Management students to connect with rural communities. The two-day program on November 8 and 9 involved a campus clean-up drive, school visits for career guidance, and a village outreach to Sevalpatti. Students actively participated in health camps, sports events, hygiene awareness sessions, and farmer awareness programs. This hands-on experience not only benefited the rural communities but also instilled a sense of social responsibility and leadership skills in the students. The collaboration between JIM, Marungapuri Taluk, and local authorities set a strong foundation for future community engagement initiatives.



Fr. Philomin Raj SJ conducted an orientation session on November 11 to educate JIM faculty and staff on the Province Policy for the Protection of Minors and Vulnerable Persons. The session aimed to create a safe and nurturing environment by emphasizing the importance of safeguarding minors and vulnerable individuals.



On November 15, 22 and 29, I MBA students visited industries to gain practical insights into Marketing, Finance, and HR specializations. They observed real-world operations and presented their learnings, bridging the gap between theory and practice.



The Management Development Program held on November 23 empowered managers at Sundaram Industries to enhance workplace harmony. The program focused on crucial aspects like communication, work-life balance, teamwork, and emotional intelligence. Through engaging sessions conducted by JIM Faculty, participants gained practical insights and tools to create positive work environments



தீருக்குறள்

குறள் 662

ஊறொரால் உற்றபின் ஒல்காமை இவ்விரண்டின்
ஆறென்பர் ஆய்ந்தவர் கோள்.

இடையூறு வருவதற்கு முன்பே அதனை நீக்கிட முனைவது,
மீறி வந்து விடுமேயானால் மனம் தளராது இருப்பது ஆகிய
இரண்டு வழிகளுமே அறிவுடையோர் கொள்கையாம்.

TRANSLATION

'Each hindrance shun', 'unyielding onward press,
If obstacle be there,'These two define your way,
so those that search out truth declare.

EXPLANATION

Not to perform a ruinous act, and not to be discouraged by the
ruinous termination of an act, are the two maxims which, the
wise say, from the principles of those who have investigated the
subject.

Shobhana S | 24PBA133

Jeya Christy Selvam E C | 24PBA134

Merlins Ruskin A | 24PBA156

Janani S | 24PBA234

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