

## CURRICULUM VITAE

Present Address Associate Professor School of Management NIT Rourkela – 769008, Odisha, India 0661-2462802 (O), 2463802 (R) sahooc@nitrkl.ac.in cks_pd@yahoo.co.in	Permanent Address At/PO - Handidhua VIA – Talcher DIST. – Angul Odisha PIN - 759100
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**Name** : Dr. Chandan Kumar Sahoo  
**Father's Name** : Dasarathi Sahoo

### **Educational Qualifications**

UGC Test Qualified: NET/JRF, December, 1998

#### **Ph. D.**

Area of Research : "Organizational Restructuring and Human Resource Management- A Case Study".  
 Institute : Post Graduate Department of Personnel Management and Industrial Relations, Utkal University, Bhubaneswar.  
 Date of Award : 11th September 2006.

#### **M.Phil. (PM&IR)**

Institute : Post Graduate Department of Personnel Management and Industrial Relations, Utkal University, Bhubaneswar.  
 Year : 2000  
 Specialization : Manpower Planning and Development  
 Dissertation : A Comprehensive Study of Human Resource Management Reforms in TTPS/NTPC, Talcher  
 Result : 71% (Pass)

Sl. No.	Degrees	Institute / University	Division	Year of Passing
1	Matric	B.S.E.O (Cuttack)	First	1986
2	+2 Science	C.H.S.O (Bhubaneswar)	First	1989
3	+3 Science	Utkal University (Odisha)	First	1992
4	MA (Personnel Management and Industrial Relations)	Utkal University (Odisha)	First	1994

### **Teaching and Research Experience**

Presently working as Associate Professor, NIT Rourkela since 27<sup>th</sup> July, 2009.  
 19 Years of Teaching Experience, 12 Years of Research Experience

### **Administrative Experience**

- Head of Department, School of Management, National Institute of Technology Rourkela, India from 1st July, 2013 to 30<sup>th</sup> June, 2016.
- Area Chairperson & PGDM Coordinator, HDF School of Management, Naranpur, Cuttack, from 10<sup>th</sup> June 2008 to 25<sup>th</sup> July 2009.

### **Areas of Teaching**

Organizational Behaviour & Structure, Human Resource Management, Managing Employee Relations & Labour Laws, Performance Management, Technology and Innovation Management

### **Research Interests**

Employee Relations, Quality of Work Life, Rehabilitation and Resettlement, Organizational Restructuring & People Management, Competency Mapping, Corporate Social Responsibility.

### **Consulting Interests**

Employee Satisfaction, Employee Relations Climate, Competency Building, Management of Redundancy.

### **Research Projects**

<b>Sl. No.</b>	<b>Sponsored Project</b>	<b>Title of the Project</b>	<b>Sponsoring Organization</b>	<b>Duration</b>	<b>Status</b>
1	Sponsored Project	"Impact of human resource development Interventions on Organizational Effectiveness: An Empirical Investigation"	ICSSR, New Delhi	June, 2015 to December, 2016	Completed
2	Sponsored Project	"Impact assessment of CSR activities for Talcher and IB Coal-fields of MCL"	MCL, Sambalpur, Odisha	October, 2015 to April, 2016	Completed
3	Sponsored Project	"Impact assessment Study of Corporate Social Responsibility activities of South Eastern Coalfields Limited, Bilaspur from FY 2010-11 to FY 2015-16 and Social Audit of Community Benefit Measures"	SECL, Bilaspur, Chattisgarh	June, 2017 to March, 2018	Completed

### **Research Guidance**

#### **M. Phil. Scholars**

<b>Sl. No.</b>	<b>Scholars</b>	<b>Research Topic</b>	<b>Institute/ University</b>	<b>Status</b>
1	Ajit Ku. Sahoo	"Strategic HRM Practices in Birla Tyres, Balasore: A Study"	Madurai Kamaraj University	Awarded in 2011

#### **Ph. D. Scholars**

<b>Sl. No.</b>	<b>Scholars</b>	<b>Research Topic</b>	<b>Institute/ University</b>	<b>Supervisor /Co-Supervisor</b>	<b>Month &amp; Year of Award</b>
1	Sitaram Das	"Strategic Human Resource Management in the Competitive Environment: A Case Study on NALCO, Bhubaneswar"	North Orissa University, Takatpur, Baripada, Odisha	Co-Supervisor	September, 2015
2	Sambedna Jena	"Competency based Executive Performance Assessment in Manufacturing Units: An Empirical Analysis"	National Institute of Technology Rourkela, Odisha, India	Supervisor	December, 2015
3	Rohini Sharma	"Managing People Side of Change After Organizational Restructuring: A Case Study on Rourkela Steel Plant"	North Orissa University, Takatpur, Baripada, Odisha	Supervisor	January, 2016

4	Ajit Kumar Sahoo	“Aligning Human Resource Development Practices towards Organizational Sustainability: A Case Study”	North Orissa University, Takatpur, Baripada, Odisha	Supervisor	January, 2016
5	Sudip Kumar Ghose	“Strategic Employee Engagement Initiatives as Key Drivers of Organizational Success: A Study on Organized Retail Sector”	North Orissa University, Takatpur, Baripada, Odisha	Supervisor	October, 2016
6	Tanaya Nayak	“Impact of Quality of Work Life on Turnover Intention: A Study on Private Health Care Units in Odisha”	National Institute of Technology Rourkela, Odisha, India	Supervisor	January, 2017
7	Ram Krishna Gupta	“Impact of Human Resource Development Interventions on Organizational Effectiveness: A Study on Indian Cement Industry”	National Institute of Technology Rourkela, Odisha, India	Supervisor	August, 2017
8	Sunita Panda	“Organizational Efforts Toward Effective Talent Management: A Comparative Study”	National Institute of Technology Rourkela, Odisha, India	Supervisor	Thesis Submitted
9	Niranjan Behera	“Strategic Industrial Relations Measures after Restructuring: A Study in RSP”	North Orissa University, Takatpur, Baripada, Odisha	Supervisor	Thesis Submitted
10	Sukanta Mishra	“Competency based Performance Management System: An Initiative towards a High Performing Organization”	North Orissa University, Takatpur, Baripada, Odisha	Co-Supervisor	Thesis Submitted

### **Mentor of PDF Scholar**

<b>Sl. No</b>	<b>Postdoctoral Fellow</b>	<b>Research Topic</b>	<b>Institute/University</b>	<b>Duration</b>
1	Dr. Rohini Sharma	“Community Development through Corporate Social Responsibility: A Study on MCL, Sambalpur, Odisha”	National Institute of Technology Rourkela, Odisha, India	August, 2014- August, 2016

### **Member of Professional Bodies**

<b>Sl. No.</b>	<b>Membership Type</b>	<b>Association/Organization</b>
1	Life Member	Indian Industrial Relations Association (IIRA), New Delhi.
2	Life Member	Indian Society for Training and Development (ISTD), New Delhi.
3	Life Member	National Human Resource Development Network (NHRDN), Hyderabad.
4	Life Member	Indian Society of Labour Economics (ISLE), New Delhi.
5	Life Member	National Institute of Personnel Management (NIPM), Kolkata.
6	Life Member	Indian Society for Technical Education (ISTE), New Delhi.
7	Life Member	Social Security Association of India (SSAI), New Delhi.
8	Individual Life Member	Power HR Forum, New Delhi.
9	Annual Member	Academy of Management (AOM), NY, USA.
10	Annual Member	Society for Human Resource Management (SHRM), USA.

### **Doctoral Thesis Examiner**

- Jawaharlal Nehru Technological University, Kukatapally, Hyderabad, Telengana.
- SNDT Women's University, Mumbai, Maharastra.
- Sathyabama Institute of Science and Technology (Deemed to be University), Chennai, Tamil Nadu.

### **Editorial / Referee / Reviewers Board Member**

- Srusty Management Review, a Biannual Referred Journal of Srusty Academy of Management, Bhubaneswar.
- Asia-Pacific Business Review, a quarterly refereed journal of the Asia-Pacific Institute of Management, New Delhi.
- South Asian Journal of Management, a quarterly refereed journal of AMDISA, Hyderabad.
- South Asian Journal of HRM, Sage Publication.
- Personnel Review, Emerald Publication, UK.

### **Organization of Seminar, MDP & FDP**

#### *Management Development Programme*

- Course Director, Management Development Programme on "Leadership and Capacity Building of the Executives of RINL, VSP, Visakhapatnam" organized by School of Management, National Institute of Technology Rourkela during 24th - 27th July, 2017, sponsored by Rashtriya Ispat Nigam Ltd., Visakhapatnam Steel Plant, Visakhapatnam.
- Co-coordinator of the Management Development Programme on "Interpersonal Effectiveness and Team Building" organized by School of Management, National Institute of Technology Rourkela during 13th - 14th October, 2012.

#### *Faculty Development Programme*

- Director, Faculty Development Programme on "Capacity Building Workshop for Course Faculty Members of Management and Social Sciences" organized by School of Management, National Institute of Technology Rourkela during 17th - 29th February, 2016, sponsored by Indian Council of Social Science Research, New Delhi.
- Coordinator, AMFDP (Certificate Programme in Management Teaching), Organized by Asian School of Business Management, Bhubaneswar during 19th May 2008 to 1st June 2008.

#### *Continuing Education Programme*

- Course Director of the training programme on "Research Methodology in Social Sciences (CRMSS-2014)" organized by School of Management, National Institute of Technology, Rourkela during 3rd - 12th February, 2014.

#### *Seminars and Conferences*

- Chairman-cum-Convener, National Conference on "Business Strategies for Emerging India", organized by School of Management, National Institute of Technology Rourkela during 9th - 10th October, 2015.

### **Workshops Attended**

- Workshop on "Case Method of Teaching", Organized by Case Research Society of India, Ahmedabad, held at Xavier Institute of Management, Bhubaneswar, during 28th - 30th November, 2008.
- National Workshop on "University - Industry Interaction" held on 21st March 2007, sponsored by UGC, New Delhi, organized by Department of Business Management, Fakir Mohan University, Balasore.

### **Orientation Programmes Attended**

- Course on Methods in Labour Research, Organized by V. V. Giri National Labour Institute, NOIDA, held during 13th January - 1st February, 2003.
- Certificate Programme in Management Teaching, Organized by Asian School of Business Management, Bhubaneswar, held during May 19th - 01st June 2008.

## **Awards**

- Best Research Paper Award for the paper “Organizational Innovation: An Analytical Study of Transformational Leadership, Creative Self-efficacy and Physical Work Environment in Indian Automobile Industry”, a joint paper of Chaubey, A. and Sahoo, C. K., presented at the 5<sup>th</sup> Biennial Indian Academy of Management Conference on “Indian Insights: Integrating Individuals, Institutions and Innovation”, organized by Indian Institute of Management Indore during 18<sup>th</sup> – 20<sup>th</sup> December, 2017.
- Best Research Paper Award for the paper “Emphasis on Talent Engagement and Retention as the Mediators in the Process of Talent Management”, a joint paper of Panada, S. & Sahoo, C. K., presented at the Society of Interdisciplinary Business Research – University Kuala Lumpur Business School 2016 Conference on “Interdisciplinary Business and Economics Research”, held in Kuala Lumpur during February 12-13, 2016.
- Best Research Paper Award for the paper “Analysis of Strategic HRD Interventions and Employee Competencies towards building of Organizational Effectiveness” a joint paper of Gupta, R. K. & Sahoo, C. K., presented at International Conference on Evidenced Based Management (ICEBM-2015) held during March 20-21, 2015, Organized by Department of Management, BITS Pilani.

## **Publications**

### **International Publications**

1. Panda, A. and Sahoo, C.K. (2017), “Impact of human resource interventions on work-life balance: a study on Indian IT sector”, *Industrial and Commercial Training*, 49 (7/8): 329-336.
2. Nayak, T; Sahoo, C.K; Mohanty, P.K. (2017), “Impact of HR interventions on quality of work life: evidence from healthcare units”, *International Journal of Indian Culture and Business Management*, 14 (2): 214-236.
3. Gupta, R.K. and Sahoo, C.K. (2016), “HRD interventions, employee competencies and organizational effectiveness: an empirical study”, *European Journal of Training and Development*, 40 (5): 345 – 365.
4. Nayak, T; Sahoo, C.K; Mohanty, P.K. and Sundaray, B.K. (2016), “HR Interventions and Quality of Work Life of Healthcare Employees: An Investigation”, *Industrial and Commercial Training*, 48 (5): 234-240.
5. Mishra, S. and Sahoo, C.K. (2015), “Organizational Effort towards Performance Management System: A Key to Success”, *Industrial Engineering Letters*, 5 (2) 20-25.
6. Sahoo, C.K. and Sharma, R. (2015), “Managing Grassroot-Level Change in an Indian PSU: The Role of People-Centric Strategies”, *South Asian Journal of Management*, 22 (3): 28-47.
7. Panda, S. And Sahoo, C.K. (2015), “Larsen and Toubro strides out Strategically on Talent Management”, *Human Resource Management International Digest*, 23 (6): 05-08.
8. Jena, S; Sahoo, C.K. and Tripathy, S. K. (2015), “Impact of Social, Intellectual and Personal Competencies on Managerial Performance: An Empirical Investigation”, *International Journal of Indian Culture and Business Management*, 11 (2): 184-202.
9. Panda, S. And Sahoo, C.K. (2015), “Strategic Talent Development Interventions: An Analysis”, *Industrial and Commercial Training*, 47 (1): 15-22.
10. Sahoo, C.K. (2014), “HR Powers Turn-around at Talcher Thermal Plant”, *Human Resource Management International Digest*, 22 (4): 16-18.
11. Jena, S. And Sahoo, C.K. (2014), “Improving Managerial Performance: A Study on Entrepreneurial and Leadership Competencies”, *Industrial and Commercial Training*, 46 (3): 143-149.
12. Jena, S. And Sahoo, C.K. (2014), “Assessing Social and Intellectual Competencies as Predictors of Managerial Performance: In Context to Manufacturing Units”, *International Journal of Innovation, Management and Technology*, 5 (3): 164-170.
13. Sundaray, B.K. and Sahoo, C.K. (2013), “Impact of Strategic Industrial Relations Measures on Quality of Work Life: The Indian Experience”, *Employment Relations Record*, 13 (1): 25-44.
14. Sundaray, B.K; Sahoo, C.K. and Tripathy, S.K. (2013), “Impact of Human Resource Interventions on Quality of Work Life: An Exploration”, *International Employment Relations Review*, 19 (1): 68-86.
15. Sharma, R. and Sahoo, C.K. (2013), “Regenerating Organizational Strength the Employee Centric Way”, *Strategic HR Review*, 12 (2): 61-69.

16. Sahoo, C.K. and Das, S. (2012), "Women Entrepreneurship and Connective Leadership: Achieving Success", *European Journal of Business and Management*, 4 (3): 115-121.
17. Sahoo, C.K. and Jena, S. (2012), "Organizational Performance Management System: Exploring the Manufacturing Sectors", *Industrial and Commercial Training*, 44 (5): 296-302.
18. Sahoo, C.K. and Mishra, S. (2012), "Performance Management benefits Organizations and their Employees", *Human Resource Management International Digest*, 20 (6): 3-5.
19. Sharma, R. and Sahoo, C.K. (2012), "Rourkela Steel Plant rolls out Successful People Strategy: Organization Transformed into the pride of India", *Human Resource Management International Digest*, 20 (7): 16-19.
20. Jena, S. and Sahoo, C.K. (2012), "Exploring Competency Requirements towards Superior Managerial Performance: A Theoretical Construct", *Employment Relations Record*, 12 (2): 19-37.
21. Sahoo, C.K. and Das, S. (2011), "Employee Empowerment: A Strategy towards Workplace Commitment", *European Journal of Business and Management*, 3 (11): 46-54.
22. Sahoo, C.K; Das, S. and Sundaray, B.K. (2011), "Strategic Human Resource Management: The Key Drivers", *Employment Relations Record*, 11 (2): 18-32.
23. Sahoo, C.K; Behera, N. and Tripathy, S.K. (2010), "Employee Empowerment and Individual Commitment: An Analysis from Integrative Review of Research", *Employment Relations Record*, 10 (1), 40-56.
24. Sahoo, C.K; Sahoo, K. (2009), "Managing Employee Retention: Issues and Strategic Measures", *Social Science International*, 25 (1): 88-95.
25. Sahoo, C.K; Sahoo, K; and Das, S. (2008), "Strategic Employee Relations Initiatives Experienced by Birla Tyres: A Case Study", *Social Science International*, 24 (2): 54-64.

#### **National Publications**

1. Sahoo, R. and Sahoo, C. K. (2018), "Drivers of Cordial Employee Relations: The Study of a State-owned Public Sector Undertaking", *Management and Labour Studies*, 43 (1&2): 123-139.
2. Mishra, S; Das, S. and Sahoo, C. K. (2017), "Organizational Efforts and Performance Management System: A Key to Success", *Personnel Today*, 38 (1): 86-95.
3. Sahoo, K. K; Sahoo, C. K. and Tripathy, S. K. (2017), "Organizational Emphasis on Strategic Human Resource Development: A Mechanism to prepare the Employees Competent and Active", *Siddhant*, 17 (3), 238-247.
4. Sahoo, K. K; Sahoo, C. K. and Tripathy, S. K. (2017), "Outcome of Training and Development Measures in Public Sector Banks of India: An Overview", *Productivity*, 57 (4): 401-409.
5. Sahoo, K. K; Sahoo, C. K. and Tripathy, S. K. (2016), "Performance Enhancement through Human Resource Development Interventions", *Personnel Today*, 37 (2): 11-18.
6. Nayak, T; Sahoo, C. K. and Mohanty, P. K. (2015), "Predictors of perceived quality of work life of employees: Empirical evidence from Indian healthcare sector", *Udyoug Pragati*, 39 (2):1-17.
7. Nayak, T. and Sahoo, C. K. (2015), "Quality of Work Life and Organizational Performance: The Mediating Role of Employee Commitment", *Journal of Health Management*, 17 (3): 263-273.
8. Samadarshi, S; Behera, N. and Sahoo, C. K. (2015), "Adoption and implementation of balanced scorecard: A smart thinking", *Personnel Today*, 36 (1): 03-14.
9. Sharma, R. and Sahoo, C.K. (2014), "Education, Empowerment and Communication (EEC) as Drivers of Managing Change", *Management and Labour Studies*, 39 (2): 174-186.
10. Gupta, R. K. and Sahoo, C. K. (2015), "Role of Technology-based Training towards Competency Building", *Productivity*, 55 (4): 388-394.
11. Sahoo, R; Sahoo, C.K. and Sundaray, B.K. (2014), "Decent Workplace through Employee Relations Mechanism: A Theoretical Proposition", *Personnel Focus*, 10 (2): 1-13.
12. Jena, S. and Sahoo, C.K. (2014), "A Practical Approach towards Improving Managerial Performance: Role of Functional and Social Competencies", *Indore Management Journal*, Special Issue: 142-155.
13. Gupta, R.K. and Sahoo, C.K. (2014), "Role of Training towards Competitive Advantage", *Indian Journal of Training and Development*, 44 (1): 32-40.
14. Sundaray, B.K., Sahoo, C.K. and Das, S. (2013), "Quality of Work Life: An Inducement Towards Effective Industrial Relations", *Personnel Today*, 33 (4): 29-37.
15. Sharma, R. and Sahoo, C.K. (2013), "Building a Vibrant Organization: A Qualitative Study on Steel Industry", *Growth: Journal of the Management Training Institute*, SAIL, Ranchi,

- 41 (1): 12-20.
16. Panda, S. and Sahoo, C.K. (2013), "Workforce Planning and Talent Acquisition: An Exploration", *Productivity*, 54 (1): 77-84.
  17. Sahoo, C.K. and Das, S. (2013), "Restructuring and Strategic Workforce Development: The PSU Experience", *Personnel Today*, 34 (2): 23-26.
  18. Sahoo, C.K. and Sahoo, A.K. (2013), "Strategic Employee Retention: A Smart Thinking", *Power People*, 6 (1): 18-21.
  19. Sharma, R. and Sahoo, C.K. (2013), "Managing People side of change after Organizational Restructuring: A Case Study", *Indore Management Journal*, Special Issue: 152-167.
  20. Jena, S. and Sahoo, C.K. (2013), "Global Managerial Competencies: The Changing Needs of Competitive Environment", *Asian Journal of Management*, 4 (2): 96-98.
  21. Sahoo, A. and Sahoo, C.K. (2012), "Impact of HRD Initiatives on Individual Performance", *Productivity*, 53 (2): 194-202.
  22. Sahoo, C.K. (2012), "Organizational Restructuring and HRM Initiatives", *Power People*, 5 (2): 18-23.
  23. Jena, S. and Sahoo, C.K. (2012), "Role of HR in Mergers and Acquisitions: A Theoretical Proposition", *Srusti Management Review*, 5 (1): 143-150.
  24. Sharma, R. and Sahoo, C.K. (2012), "Creating High Performing Organization through People Side of Change: An Exploration", *Growth: Journal of the Management Training Institute*, SAIL, Ranchi, 40 (1): 55-63.
  25. Sahoo, C.K. and Jena, S. (2012), "Competency based Executive Performance Assessment System", *Power People*, 5 (1): 26-31.
  26. Sahoo, C.K. and Mishra, S. (2012), "A Framework towards Employee Engagement: The PSU Experience", *ASCI Journal of Management*, 42 (1): 92-110.
  27. Jena, S. and Sahoo, C.K. (2012), "Performance Excellence through Continuous Improvement Culture", *Growth: Journal of the Management Training Institute*, SAIL, Ranchi, 40 (3): 1-8.
  28. Mishra, S; Sahoo, C.K. and Behera, H.K. (2011), "360-Degree Feedback and Managerial Performance: A New Perspective of Assessment", *Growth: Journal of the Management Training Institute*, SAIL, Ranchi, 38 (4): 45-51.
  29. Sahoo, C.K; Sundaray, B.K. and Das, S. (2011), "Value-Based Human Resource Processes for Employee Development: An Empirical Study after Organizational Restructuring", *Siddhant*, 11 (1): 77-88.
  30. Sahoo, C.K; Sundaray, B.K. and Tripathy, S.K. (2011), "Organizational Effectiveness through Perceived Quality of Work Life: An Overview", *Personnel Focus*, January-March, 8-12.
  31. Sahoo, C.K. and Tripathy, S.K. (2011), "Building Workplace Commitment through Strategic HRM Initiatives", *Personnel Today*, 32 (1): 11-18.
  32. Jena, S; Sahoo, C.K. and Tripathy, S.K. (2011), "Competency-based Succession Planning-The Indian Perspective", *Personnel Today*, 32 (2): 33-38.
  33. Sahoo, C.K; Sahoo, A.K. and Das, S. (2011), "Impact of Work Culture on Strategic Employee Engagement", *Growth: Journal of the Management Training Institute*, SAIL, Ranchi, July-September, 39 (2): 21-28.
  34. Sharma, R; Sahoo, C.K. and Sundaray B.K. (2011), "Exploration of Possible Means towards Managing People side of Change", *Training and Development Journal*, 2 (1): 62-71.
  35. Sahoo, C.K; and Das, S. (2011), "Employee Empowerment and Organizational Outcomes: The Strategic Integration", *Indian Journal of Training and Development*, 41 (4): 31-38.
  36. Sahoo, C.K. and Sundaray, B.K. (2011), "Quality of Work Life Initiatives: Implications of Industrial Relations System", *Growth: Journal of the Management Training Institute*, SAIL, Ranchi, 39 (3): 14-22.
  37. Sahoo, C.K; Sahu, U.N. and Das, S. (2010), "Employee Empowerment and Organizational Outcomes: An Overview", *Srusti Management Review*, 3 (2): 7-16.
  33. Sahoo, C.K. and Sundaray, B.K. (2010), "Strategic Employee Empowerment and Involvement: An Exploration", *Orissa Management Review*, 1 (1): 31-35.
  34. Sahoo, C.K. and Das, S. (2010), "Employee Empowerment at Work: Mechanism and Outcomes", *Growth: Journal of the Management Training Institute*, SAIL, Ranchi, 38 (2): 1-9.
  35. Mishra, S; Sahoo, C.K. and Das, S. (2010), "Competency based Performance Management System: An Exploration", *Personnel Focus*, October - December, 15 - 22.

36. Behera, N; Sahoo, C.K. and Sundaray B.K. (2010), "Retaining High Performing Employees through Job Satisfaction: A Theoretical Construct", *Training and Development Journal*, 1 (2), 38-46.
37. Sahoo, C.K. and Das, S. (2010), "Strategic Corporate Social Responsibility: Issues and Perspectives", *The Orissa Journal of Commerce*, 31 (1), 157-164.
38. Sahoo, C.K. and Sahu, G. (2009), "Effective Employee Engagement: The Mantra of Achieving Organizational Excellence", *Management and Labour Studies*, 34 (1): 73-84.
39. Sahoo, C.K. (2009), "Organizational Restructuring and Human Resource Management: A Case Study", (Research Abstract), *GITAM Journal of Management*, 7 (2): 222-227.
40. Sahoo, Kalpana and Sahoo, C.K. (2009), "Moral Intelligence: A Mapping towards Success", *IMI Disha*, 2 (1): 19-22.
41. Pani, D. and Sahoo, C.K. (2009), "Role of Public Policy in Contractual Obligation and It's Effects on Society", *Organisational Management*, 25 (1): 31-34.
42. Sahoo, C.K. and Das, S. (2009), "Imagination of an Occupation without Stressors", *The Chanakya*, 9 (2): 113-117.
43. Sahoo, C.K. and Sahu, G. (2008), "360 Degree Feedback Mechanism: A Tool for Managing Employee Performance", *Management and Labour Studies*, 33 (1): 103-110.
44. Sahoo, C.K. (2008), "Industrial Relations Scenario in the Strategic Environment: The Case of Orissa", *Vision*, 28 (1): 53-61.
45. Sahoo, C.K. and Sahu, G. (2008), "Effectiveness of HRD Initiatives through HRD Audit", *The Chanakya*, 8 (2): 67-73.
46. Sahoo, C.K. (2008), "Women Entrepreneurs and Connective Leadership: An Integral Approach", *AURA: Journal of ISM*, 5 (1): 18-25.
47. Sahoo, C.K. and Sundaray, B.K. (2008), "Exploring the Relationship between HRM Practices and Organizational Excellence: The Case of Birla Tyres", *Pratibimba*, 8 (1): 73-78.
48. Sahoo, C.K. and Tripathy, S.K. (2007), "Role of Public Sector Undertakings towards Social Responsibility: The Real Scenario", *Organisational Management*, 22 (4): 17-21.
49. Das, S. and Sahoo, C.K. (2007), "Strategic Enforcement of Labour Laws in Orissa: An Observation", *The Research Network*, 2 (1): 5-13.
50. Sahoo, C.K. and Pani, D. (2007), "Management of Industrial Disputes in Orissa: Emerging Scenario", *Management and Labour Studies*, 32 (2): 225-239.
51. Sahoo, C.K. and Sundaray, B.K. (2007), "Strategic Employee Welfare and Social Security Measures after Restructuring: An Evidence of Reality", *Amity Business Review*, 8 (1): 40-49.
52. Sundaray, B.K. and Sahoo, C.K. (2007), "Industrial Relations Climate in Orissa: An Overview", *The Research Network*, 2 (2): 21-28.
53. Sahoo, C.K. and Sundaray, B.K. (2007), "Obligations of Industrial Organizations towards Social Responsibility: Experiences of PSUs", *Pratibimba*, 17 (2): 37-42.
54. Sahoo, C.K. and Tripathy, S.K. (2007), "Strategic Labour Relations and Life of Workers after Acquisition & Redundancy: Evidence from two Industrial Units", *Journal of Indian Management and Strategy (JIMS 8M)*, 12 (4): 14-19.
55. Sahoo, C.K. and Tripathy, S.K. (2006), "Labour Relations Scenario in Orissa - A Paradigm Shift", *Journal of Indian Management and Strategy (JIMS 8M)*, 11 (4): 13-21.
56. Sahoo, C.K. and Tripathy, S.K. (2006), "Acquisitions and Strategic Union Management Accommodation: A Case Study", *Indian Journal of Labour Economics*, 49 (4): 945-954.
57. Sahoo, C.K. and Tripathy, S.K. (2005), "The Workers in the Unorganized Sector and Recommendations of the Second National Commission on Labour: An Analysis", *Samridhi*, 7 & 8 (1): 77-90.
58. Sahoo, C.K. and Tripathy, S.K. (2004), "Organisational Restructuring and Strategic Industrial Relations: A Study in TTPS/NTPC, Talcher", *Personnel Focus*, October-December, 13-25.
59. Sahoo, C.K. and Tripathy, S.K. (2003), "Globalization and Human Resource Management: An Analysis", *Siddhant*, 3 (2): 196-202.
60. Sahoo, C.K. and Tripathy, S.K. (2003), "Closure and Employee Separation: A Case Study", *Indian Journal of Labour Economics*, 46 (4): 787-792.
61. Sahoo, C.K. and Tripathy, S.K. (2003), "Globalization and Labour Management Relations Scenario in India", *Samridhi*, 5 & 6 (1): 54-63.
62. Sahoo, C.K. and Tripathy, S.K. (2002), "Strategic Human Resource Management Practices (SHRMP) - The TTPS Experience", *Personnel Focus*, April-June, 22-31.



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1. Sharma, R; Sahoo, C.K. and Kumar, H. (2015), "Transformational Leadership for Favourable Organizational Change Outcomes: Empirical Validation of Mediators through a Case Study", *Globalizing Indian Thought*, In Deepa Sethi and Manish Kumar (Eds.), Emerald Group Publishing (India) Pvt. Ltd., New Delhi, 88-95 (ISBN: 978-0-9926800-4-6).
2. Samadarshi, S; Behera, N. and Sahoo, C.K. (2014), "Cordial Employee Relations: A Study in an Indian PSU", *Human Relations in Industry: Issues and Challenges*, In S. K. Tripathy, K. Mohanty and S. Murmu (Eds.), Himalaya Publishing House, Mumbai, 23-35 (ISBN: 978-93-5142-641-7).
3. Sahoo, K.K; Tripathy, S.K. and Sahoo, C.K. (2014), "Importance of Administrative Law towards Good Governance: Evidences of Indian Experience", *Human Relations in Industry: Issues and Challenges*, In S. K. Tripathy, K. Mohanty and S. Murmu (Eds.), Himalaya Publishing House, Mumbai, 23-35 (ISBN: 978-93-5142-641-7).
4. Sharma R; Sahoo, C.K; Kumar, H. and Das, S. (2013), "Role of Visionary Leadership towards Reinventing path for Organizational Success: The Case of RSP", *Responsible Leadership*, In Pingali Venugopal (Eds.), Excellent Publishing House, New Delhi, 84-102 (ISBN: 978-93-83083-40-4).
5. Sharma, R. and Sahoo, C.K. (2013), "Role of Visionary Leadership towards Organizational Sustainability: The Case of RSP", *Corporate Leadership – Issues and Challenges*, In S. K. Tripathy, B. N. Mishra, K. Mohanty and S. Murmu (Eds.), Himalaya Publishing House, Mumbai, 23-33 (ISBN: 978-93-5097-694-4).
6. Tripathy, S.K. and Sahoo, C.K. (2004), "A Study on Socio-Economic Conditions of Migrant Tribal Women Workers of Angul, Orissa", *Tribal Women in India*, In S. N. Tripathy (Eds.), Dominant Publishers and Distributors, New Delhi, 79-89 (ISBN: 81-7888-182-9).

### **Book Reviews**

- Sahoo, C.K. (2010), Book Review, Performance Management (by S. N. Bagchi, Cengage Learning), *Srusti Management Review*, 3 (2): 7-16.
- Sahoo, C.K. (2007), Book Review, Human Resource Management, *Indian Journal of Industrial Relations*, 43 (1): 128-132.
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- Sahoo, C.K. and Tripathy, S.K. (2004), Book Review, Industrial Relations, Trade Unions & Labour legislation, *Indian Journal of Industrial Relations*, 39 (4): 570-574.
- Sahoo, C.K. and Tripathy, S.K. (2003), Book Review, Industrial Relations in India- Shifting Paradigms, *Indian Journal of Industrial Relations*, 39 (2): 265-267.

### **Publication in Seminar/Conference Proceedings**

- Jena, S. and Sahoo, C.K. (2011), "Attaining Performance Excellence through continuous Performance Improvement Culture: A Theoretical Proposition" Conference Souvenir, International Conference on Business, Strategy and Management, Kolkata, 47.
- Sahoo, C.K. (2008), "Effective Employee Empowerment and Involvement: Strategic Issues", Souvenir, RCEM, Bhubaneswar, February, 46-51.
- Sundaray, B.K. and Sahoo, C. K. (2008), "Strategic Initiatives: An Approach towards Competitive Advantage", *National Seminar Proceedings*, RCEM, Bhubaneswar, May, 97-100.
- Sahoo, C.K. and Tripathy, S.K. (2007), "Plant Modernization after Acquisition and Employee Welfare Measures: An Observation in TTPS/NTPC", *Conference Proceedings*, National Institute of Technology, Rourkela, 143-154.
- Sahoo, C.K. (2007), "Globalization and Labour Management Relations Climate: Period of Rethinking", *Souvenir*, Rajdhani College of Engineering and Management, Bhubaneswar, April, 37-40.
- Sahoo, C.K. and Tripathy, S.K. (2004), "Corporate Social Responsibilities: A Study in Angul Region of Orissa", *Prastavana*, NICOM, January, 74-75.
- Sahoo, C.K. and Tripathy, S.K. (2004), "Emerging Labour Relations Scenario in Orissa- A Comparative Study", *Souvenir*, International Seminar on Employment Relations in Future and Future of Employment Relations, February, 50-61.

Sahoo, C.K. and Tripathy, S.K. (2002), "Restructuring and the Challenging Role of Trade Unions - A Study in TTPS/NTPC", *Souvenir*, National Seminar on Indian working Class: Response to Change, April.

### **Books Published**

Sahoo, C.K; Sundaray, B.K. and Tripathy, S.K. (2011), *Human Relations Legislations*, Vrinda Publications (P) Ltd., Delhi, ISBN: 978-81-8281-366-3.

Reddy, Ratan; Sahoo, C.K. and Sundaray, B.K. (2008), *Management of Training & Development*, Himalaya Publishing House, Mumbai.

Sahoo, C.K. and Sundaray, B.K. (2008), *Managing Employee Relations and Related Laws*, Himalaya Publishing House, Mumbai.

### **Participation in Seminars/Conferences**

5<sup>th</sup> Biennial Indian Academy of Management Conference on "Indian Insights: Integrating Individuals, Institutions and Innovation", organized by Indian Institute of Management Indore during 18<sup>th</sup> - 20<sup>th</sup> December, 2017 and presented a paper titled "Organizational Innovation: An Analytical Study of Transformational Leadership, Creative Self-efficacy and Physical Work Environment in Indian Automobile Industry".

International Conference on "Strategies in Volatile and Uncertain Environment for Emerging Markets", organized by Department of Management Studies, Indian Institute of Technology, Delhi during 14<sup>th</sup> - 15<sup>th</sup> July, 2017 and presented a paper titled "Work-Life Balance and Retention of Professionals: The Mediating Role of Employee Engagement".

International Conference on "Strategies in Volatile and Uncertain Environment for Emerging Markets", organized by Department of Management Studies, Indian Institute of Technology, Delhi during 14<sup>th</sup> - 15<sup>th</sup> July, 2017 and presented a paper titled "Flourishing Innovation through Organizational Initiatives: An Analytical Study".

26<sup>th</sup> Annual Conference of the National Academy of Psychology (NAOP), India organized by Indian Institute of Technology Madras, Chennai held during December 29-31, 2016 and presented a paper titled "Blooming Employee Creativity through Organizational Support and Transformational Leadership: An Empirical Investigation".

FORE International OB & HR Conference 2016 on "Riding the New Tides: Navigating the Future through Effective People Management" organized by FORE School of Management, New Delhi during November 24-25, 2016 and presented a paper titled "Organizational Justice, Employee Empowerment and Conflict Management are the Predictors of Cordial Employee Relations".

FORE International OB & HR Conference 2016 on "Riding the New Tides: Navigating the Future through Effective People Management" organized by FORE School of Management, New Delhi during November 24-25, 2016 and presented a paper titled "Impact of HR Interventions on Work Life Balance of IT Professionals".

Conference on "Interdisciplinary Business and Economics Research" held at the Society of Interdisciplinary Business Research - University Kuala Lumpur Business School, Kuala Lumpur during February 12-13, 2016 and presented a paper on "Emphasis on Talent Engagement and Retention as the Mediators in the Process of Talent Management".

2015 IMRA\_IIMB International Conference on "Inclusive Growth & Profits with Purpose: New Management Paradigm" held at IIM Bangalore during 16-18 December, 2015 and presented a paper on "The role of HRD interventions and employee competencies in enhancing organizational effectiveness: The moderating role of organizational learning culture using AMOS".

2015 IMRA\_IIMB International Conference on "Inclusive Growth & Profits with Purpose: New Management Paradigm" held at IIM Bangalore during 16-18 December, 2015 and presented a paper on "Employee voice as a moderator between the constructs HR practices, commitment-to-change and successful change: Validation through moderated structured equation modeling".

1st IIMA International Conference on Advances in Healthcare Management Services, held on June 6 - 7, 2015 at Indian Institute of Management, Ahmedabad and presented a paper titled "Quality of Work Life plays the Mediating role in between Workplace Empowerment and Employee Commitment: A Study on Healthcare Employees of an Indian State".

International Conference on Evidenced Based Management (ICEBM-2015) Organized by Department of Management, BITS Pilani, held during March 20-21, 2015 and presented a paper titled "Analysis of Strategic HRD Interventions and Employee Competencies towards building of Organizational Effectiveness".

56<sup>th</sup> Annual Conference of the Indian Society of Labour Economics (ISLE) organized by BIT. Meesra and IHD, Eastern Regional Centre, Ranchi held during 18<sup>th</sup> – 20<sup>th</sup> December, 2014 and presented a paper titled "Mediating Role of Trade Unions in between Industrial Relations and Successful Change: Validation of the Model through Structural Equation Modelling".

Second PAN – IIM World Management Conference held in IIM Kozhikode, Kerala during November 05-08, 2014 and presented a paper titled "Transformational Leadership for favourable Organizational Change Outcomes: Empirical Validation of Mediators through a Case Study".

The Seventh Asia-Pacific Business Research Conference held in The Bayview Hotel, Singapore during August 25-26, 2014 and presented a paper titled "Application of Leadership and Personal Competencies for Augmented Managerial Performance: Empirical Evidence from Indian Manufacturing Units"

The Second Journal Conference on Innovation, Management and Technology was held in the Cityview Hotel, Hong Kong during June 16-17, 2014 and the paper titled "Assessing Social and Intellectual Competencies as Predictors of Managerial Performance: In Context to Manufacturing Units" presented in the conference.

Sixth Conference on "Excellence in Research and Education (CERE-2014) organized by IIM Indore held during 8<sup>th</sup> -11<sup>th</sup> May, 2014 and presented a paper titled "A Practical Approach towards Improving Managerial Performance: Role of Functional and Social Competencies".

Sixth Conference on "Excellence in Research and Education (CERE-2014) organized by IIM Indore held during 8<sup>th</sup> -11<sup>th</sup> May, 2014 and presented a paper titled "Quality of Work Life and Organizational Performance: The Mediating Role of Employee Commitment".

National Seminar on "Human Relations in Industry: Issues and Challenges" organized by Deptt. of PM&IR, Utkal University, Bhubaneswar held during 10<sup>th</sup> – 11<sup>th</sup> May, 2014 and presented a paper titled "Cordial Employee Relations Scenario: A Study in an Indian PSU".

International Conference on Excellence in Research and Education organized by IIM Indore held during 9<sup>th</sup> -12<sup>th</sup> May, 2013 and presented a paper titled "Managing People Side of Change after Organizational Restructuring: A Case Study".

International Seminar on "Corporate Leadership Issues and Challenges" organized by Deptt. of PM&IR, Utkal University, Bhubaneswar held during 11<sup>th</sup> – 12<sup>th</sup> May, 2013 and presented a paper titled "Role of Visionary Leadership towards Organizational Sustainability: The Case of RSP".

National Convention on "Responsible Leadership: Sharing of Case Studies" held at XLRI Jamshedpur during November 09-11, 2012 and presented the case "*Role of Visionary Leadership towards Reinventing Path for Organizational Success: The Case of RSP*".

Eastern Regional Convention of ISTD and National Conference on "Leveraging HR for Global Competitiveness" organized by ISTD Bhubaneswar Chapter, RCMA Bhubaneswar and Association of Indian Management Schools (AIMS) held on 23<sup>rd</sup> April, 2011 and presented a paper titled "*Retaining High Performing Employees through Job Satisfaction: A Theoretical Construct*".

National Seminar on "Employee Engagement and HR Initiatives" organized by P. G. Department of Personnel Management and Industrial Relations, Utkal University, Bhubaneswar held on 14<sup>th</sup> May, 2011 and presented a paper titled "*The Real Essence and Key drivers of Employee Engagement: An Evidence of Organizational Effort*".

International Conference on "Business, Strategy and Management" jointly organized by American Hospitality Academy; Veloxian Learning and Consultancy, Kolkata held on 25<sup>th</sup> June, 2011 and presented a paper titled "*Attaining Performance Excellence through continuous Performance Improvement Culture: A Theoretical Proposition*".

International Conference on "Competition and Competitiveness of Global Corporate Sector" organized by Srusti Academy of Management, Bhubaneswar held during 18<sup>th</sup> – 19<sup>th</sup> November, 2011 and presented a paper titled "*Role of HR in Mergers and Acquisitions: A Theoretical Proposition*".

- 52<sup>nd</sup> Annual Conference of the Indian Society of Labour Economics, organized by the Department of Economics, Karnataka University, Dharwad held during 17<sup>th</sup>-19<sup>th</sup> December, 2010 and presented a paper titled *"Employee Relations Initiatives and Quality of Work Life: A Study in Power Sector Units"*.
- National Seminar on "Structural Changes in Market Dynamics" organized by RCEM, Bhubaneswar held during 3<sup>rd</sup> – 4<sup>th</sup> May, 2008, sponsored by AICTE, New Delhi and presented a paper titled *"Strategic Initiatives: An Approach towards Competitive Advantage"*.
- National Conference on "Technological Advances and Emerging Societal Implications" organized by the Department of Humanities and Social Sciences, National Institute of Technology, Rourkela held during 24<sup>th</sup>-25<sup>th</sup> March, 2007 and presented a paper titled *"Plant Modernization after Acquisition and Employee Welfare Measures: An Observation in TTPS/NTPC"*.
- National Conference on "Creating Value: Challenges for Firms" held during 13<sup>th</sup> – 15<sup>th</sup> July, 2007 organized by the Institute of Business and Computer Studies and presented a paper titled *"Industrial Relations Climate in Orissa: An Overview"*.
- National Seminar on "Corporate Social Responsibility in 21<sup>st</sup> Century" organized by the Dept. of Business Administration, Sambalpur University, Jyotivihar, Burla held during 11<sup>th</sup>-12<sup>th</sup> March, 2006 and presented a paper titled *"Social Responsibilities of Indian Business Organizations: Concept and Issues"*.
- Nirma International Conference on Management (NICIM-2004) on "Managing Trade, Technology and Environment" held at the Institute of Management, Nirma University of Science and Technology, Ahmedabad held during 2<sup>nd</sup>-4<sup>th</sup> January, 2004 and presented a paper titled *"Corporate Social Responsibilities: A Study in Angul Region of Orissa"*.
- International Seminar on "Employment Relations in Future and Future of Employment Relations" organized by P.G.Dept.of PM&IR, Utkal University, Bhubaneswar held during 7<sup>th</sup> – 8<sup>th</sup> February, 2004 and presented a paper titled *"Emerging Labour Relations Scenario in Orissa – A Comparative Study"*.
- 45<sup>th</sup> Annual Conference of the Indian Society of Labour Economics, organized by the Centre for Marxian Studies, Faculty of Arts, Jadavpur University, Kolkata held during 15<sup>th</sup>-17<sup>th</sup> December, 2003 and presented a paper titled *"Closure and Employee Separation: A Case Study"*.
- National Seminar on "Indian Working Class: Response to Change" held during 12<sup>th</sup> – 13<sup>th</sup> April, 2002, organized by P.G.Dept of Personnel Management and Industrial Relations, Utkal University, Bhubaneswar and presented a paper titled *"Restructuring and the Challenging Role of Trade Unions - A Study in TTPS/NTPC"*.

### **Books Reviewed**

**Principles of Management**, by P. C. Tripathi & P. N. Reddy, 3/e, 2006, Tata McGraw- Hill Publishing Company Ltd., New Delhi.

### **Personal Details**

Date of Birth : 29<sup>th</sup> May, 1970  
 Sex : Male  
 Marital Status : Married

Date: 8<sup>th</sup> March, 2018  
 Place: Rourkela

Signature  
**(CHANDAN KUMAR SAHOO)**