

## **Dr. SHANUJAS V**

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### **EDUCATION**

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Ph.D. Human Resource Management, National Institute of Technology Calicut, Kerala, India  
(Defended on August 12, 2020)

MBA Human Resource Management & Finance, University of Calicut, Kerala, India with First  
Class (2009-2011)

UGC NET (University Grants Commission National Eligibility Test) for Assistant Professor held  
on 30th June 2013 in the subject 'Management'

M. Com Finance, Madurai Kamaraj University, Tamil Nadu, India with First Class (2011-2013)

UGC NET (University Grants Commission National Eligibility Test) for Assistant Professor held  
on 27th December 2015 in the subject 'Commerce'

BBA, Farook College, Kozhikode, University of Calicut, Kerala, India with First Class (2006-  
2009)

Plus Two Commerce with Computer Application, MSP Higher Secondary School, Malappuram,  
Kerala, India with Distinction (2004-2006)

SSLC from Islahiya English Medium High School, Malappuram, Kerala, India with Distinction  
(2004)

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### **DISSERTATION THESIS**

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#### ***Title – Development of job competency model for the Cooperative banks in Kerala***

Using Structural equation modeling (SEM), I find that technical competencies have high impact on customer services and thereby enhance the satisfaction of customers. I have developed competency index and customer satisfaction index for the Cooperative banks in Kerala by developing a new-fangled equation based on the employee performance level, customer satisfaction scores and priority weight of each job competencies. I have also developed job competency – job performance grid and job competency – customer satisfaction grid and suggested policy framework to the bank by categorizing the employees based on their job competency, job performance and customer satisfaction scores. The framework developed for policy decisions conveys the need for training programmes to improve different job competencies in different situations. This framework will help the bank management in taking appropriate decisions while handling people with varying levels of skills, performance, and customer satisfaction score.

## DISSERTATION ADVISORY COMMITTEE

- ✚ Dr. T. Radha Ramanan (Chair & Guide)
- ✚ Dr. Kasthurba A. K (Member)
- ✚ Dr. Sajith V (Member)
- ✚ Dr. K. Muhammed Shafi (Member)
- ✚ Dr. Sreejith S.S (Member)

## DISSERTATION EXAMINERS

- ✚ Dr. Jennifer Hardings, University of Southern Denmark (Foreign examiner)
- ✚ Dr. Sangeeta Sahney, Indian Institute of Technology, Kharagpur (Indian examiner)

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## PUBLICATIONS

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### Journal Papers

1. Shanujas, V., & Ramanan, T.R. (2020). Identification and ranking of competencies that positively influence customer service: an Indian case study. *International Journal of the Analytic Hierarchy Process*, 12(1) (Scopus indexed)
2. Siddiqui, T. A., Shafi, M., & Shanujas, V. (2015). Changing landscape of investor's behavior from venture capital to private equity in India: A learner's perspective. *International Journal of Physical and Social Sciences*, 5(3), 38-55.

### Under Review

1. Shanujas, V., & Ramanan, T.R. (under review). What discriminates the cooperative bank employees' job performance? A case study. *International Journal of Management Practices*. (Scopus indexed/ ESSCI) (After revise and resubmit in June 2020)
2. Shanujas, V., & Ramanan, T.R. (communicated) Do job competencies influence the satisfaction of customers? An investigation in the banking sector. *International Journal of Productivity and Performance Management* (Scopus indexed/ ESCI/ ABDC-B)

### Working papers

1. Shanujas, V., & Ramanan, T.R. (work in progress). "Mediating role of job performance between emotional, social, and technical competencies and customer satisfaction". Target: *International Journal of Bank Marketing* (Scopus indexed/ ESCI/ ABDC-A)
2. Shanujas, V., & Ramanan, T.R. (work in progress). "Ranking of Cooperative banks based on the employee performance and customer satisfaction score: an application of Promethee II method". Target: *International Journal of Organizational Analysis* (Scopus indexed/ ESCI/ ABDC-B)

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## CASES

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1. Competency based recruitment and selection – District Cooperative banks in South India (with Dr. T. Radha Ramanan). Target: Ivey Publishing
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## PEER REVIEWED PAPER PRESENTATIONS

1. Shanujas, V., & Ramanan, T.R. (2018). Investigation of job competencies which improves the customer service performance: an AHP approach. Proceedings of 51st Annual Convention of ORSI & International Conference, at Indian Institute of Technology (IIT) **Bombay**, December 16th–19th, 2018.
2. Shanujas, V., & Ramanan, T.R. (2018). Development of employee competency – job performance grid for the employees of Malappuram District Cooperative Bank in Kerala. Proceedings of International Conference on Co-operatives in the Changing World of Work, at Indian Institute of Management (IIM) **Kozhikode**, 29 April-1st May 2018.
3. Shanujas, V., & Ramanan, T.R. (2018). Discriminating job competencies and performance among cooperative bank employees in Kerala. Proceedings of 4th Management Doctoral Colloquium and VGSOM Research Scholars' Day, at Vinod Gupta School of Management, Indian Institute of Technology (IIT) **Kharagpur**, March 14th –15th, 2018.
4. Shanujas, V., & Ramanan, T.R. (2017). Job competencies and customer service skills: exploring the linkage in cooperative banks in Kerala. Proceedings of 11th ISDSI International Conference, at Indian Institute of Management (IIM) **Tiruchirappalli**, December 27th – 30th, 2017.
5. Shanujas, V., & Ramanan, T.R. (2017). Measuring job competencies in the banking context: application of exploratory factor analysis. Proceedings of COSMAR 2017 Conference, at Indian Institute of Science (IISC) **Bangalore**, November 20th -21st, 2017.

## WORK EXPERIENCE

1. Faculty Member (on contract) at Indian Institute of Engineering Science and Technology, Shibpur (IEST, Shibpur) from 2<sup>nd</sup> November 2020 to present.
2. Assistant Professor at Blossom Arts and Science College, Kondotty, Kerala, India (September 2011 - December 2013)

## WORKSHOPS ATTENDED

1. The 3 day online workshop entitled 'Qualitative Data Analysis using NVIVO Software' organized by Dhanya Educational and Environmental Development Society (DEEDS) during 18-20 September 2020.
2. A weeklong AICTE-MHRD Faculty Development programme on 'Research Methods and Data Analysis using SPSS and MS Excel' organized by School of Management Studies and Center for Continuing Education during 02-07 June 2014

3. National workshop on 'Multivariate Analysis using SPSS and Spreadsheets' organized by School of Management Studies, NIT Calicut under the financial assistance of TEQIP-II during 30-31 January and 01 February 2014.
4. National workshop on 'Personal Transformation and Interpersonal Skills' organized by School of Management Studies, NIT Calicut under the financial assistance of TEQIP-II during 20-21 December 2013.

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### TRAINING

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1. HR Trainee, PeeKey Steel Castings Pvt. Ltd, Calicut, Kerala, India (April 2011 to June 2011)

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### LANGUAGES AND SKILLS

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Language: English, Malayalam, Tamil and Hindi  
Software: SPSS, AMOS, Super Decision  
Microsoft office and Internet

### REFERENCES

1. Dr. T. Radha Ramanan (My PhD - Research supervisor)  
Associate Professor & Head  
School of Management Studies  
NIT Calicut, Kerala, India  
Ph: + 91 9895955347  
E-mail: radha\_ramanan@nitc.ac.in
2. Dr. K. Muhammed Shafi  
Associate Professor  
School of Management Studies  
NIT Calicut, Kerala, India  
Ph: +91 8943001345  
E-mail: shafi@nitc.ac.in
2. Dr. Sreejith S S  
(Ph.D - IISC-Bangalore)  
Assistant Professor  
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