



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

**\*Developing HRD professionals and enhancing HRD professionalism\***

## *THE ODYSSEY, APRIL 2008*

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## Live @ Board Room

The major observations made during the Board Meetings on November 25, 2007 and March 08, 2008 are highlighted below:

- Inspired from the success of the CEO Conclave on HRM for Meeting CEO Priorities in the Banking and Financial Sectors held on August 24, 2007, the Board stressed that CEO Conclaves deserve a priority in the scheme of HRD interventions. It suggested a blueprint for similar CEO Conferences in different sectors be drawn up. The Board felt that Infrastructure, SMEs and IT fields were high potential fields for CEO Conclaves. For the next conclave, the Board deliberated to come out with concrete proposals. An idea of an International Conference was also mooted.
- As the corpus of the Academy has been invested in building a property at Ahmedabad, the Board stressed on raising Patron/Corporate/Institutional/Professional Membership for the Academy.
- Mr. Arvind Agarwal, a Board member was acknowledged for receiving the Best Manager Award for 2006 by the RPG Group.
- Stress was laid on launching the Academy's One Year Post Graduate Certificate in HRM Leadership program at the earliest. Moreover recruitment drive to appoint a Dean/Program Director for this exclusive program was appreciated.
- **Dr. Udai Pareek honored**: A new category is inviting persons of high eminence as Honorary Member to the Academy of HRD and accordingly Dr. Udai Pareek, the Messiah of HRD Movement in India, in view of his contributions to the world of teaching, research, publications, and social action in HRD related areas, was conferred the Honorary Member to the Academy of HRD, Ahmedabad.
- Dr. Anil K Khandelwal, Chairman, Governing Board was re-elected by the Board for another term of three years as Member as well as Chairman of the Governing Board. Dr. Khandelwal showed his graciousness expressing that due to his schedules he had actually under performed. He would love to make significant contributions.

## Snapshots @ MDPs Conducted

- The Banking and Financial Services Sectors in India are facing several major challenges related to HRM. Some of the CEOs have also thrown light on the mismatch between their priorities and what HRM currently delivers. The Academy of HRD and Indian Banks' Association joined hands to address these concerns and make HRM much more responsive to the goals and expectations of the CEOs through a one-day ***“Conclave on HRM for Meeting CEO Priorities in the Banking and Financial Services Sectors”*** attended by a galaxy of 100 CEO's and HR Heads. Dr. P N Khandwalla, who presented a research carried out by him showing the mismatch between CEO expectations and the H R performance, chaired the Conclave inaugurated by Mr. M B N Rao, Chairman, IBA. Other academicians at the Conclave comprised Dr. Udai Pareek, Dr. T V Rao, and Dr. Sunil Maheshwari. Amongst the CEOs who addressed were Dr. Anil K Khandelwal, Dr. K C Chakraborty, Mr. M V Nair, Mr. Neeraj Swaroop, Mr. Gunit Chadha, and Mr. K V Kamat. Three HR Heads of highly professional companies, Mr. Satish Pradhan, Mr. Arvind Agarwal and Mr. Visty F Banaji shared how HR was building the employer brand. The one day deliberations were intense and intelligible generating ideas about how HRD strategy and actions can be dovetailed with the business strategy.
- The Academy of HRD and ISABS jointly conducted a three-day workshop on ***“4<sup>th</sup> Experiential Workshop on Appreciative Inquiry for Organizational Change”*** at Ahmedabad. The program was a huge success. 18 participants, from various sectors of the industry and social organizations, attended the program under the facilitation of Prof. R Sankarasubramanyan, National President, ISABS and Dr. Wasundhara Kanbur, T-Group Consultant.
- The service sector in India is fast growing. Simultaneously with new players joining, the competition is becoming tougher. The service sector needs to be globally competitive and manage its operations and people successfully on continuous basis. Managing excellence in these operations has been neglected. Such excellence cannot be achieved without excellence in HRM. The Academy of HRD organized a two-day program-***“Excellence in Managing Services: HR Agenda & Strategy”*** at Ahmedabad with the aim to develop strategic thinking amongst the HR managers for achieving excellence in service organizations through designing appropriate HR practices. Prof. Sunil Maheshwari and Prof. Sanjay Verma, both of IIM-A were the resource persons for the program.

## Snapshots @ MDPs Conducted...

- A two-day program on “*Creative HRM for Corporate Excellence*” was held at Ahmedabad. The objective of the program was to primarily share tools, techniques and organizational design fundamentals that can help make organizations more innovative, competitive and entrepreneurial as well as to focus on various HRM sub-systems. Dr Khandwalla former director, IIM-A and Prof. Maheshwari, Prof. IIM-A were the facilitators for the program.
- A two-day seminar titled “*Cross Border Alliances-People Issues and HR Challenges*” was held at Ahmedabad. Mr. P Dwarkanath, Director-Group Human Capital, Max India Ltd. and Mr. Vivek Paranjpe, Advisor-Reliance Industries Ltd. were the facilitators for the program. The objective of the program was to look to the key managerial issues and challenges and to the HR enabler roles in mergers and acquisitions and exploring possible options emerging from the experience of other organizations.
- The “*3<sup>rd</sup> Program on HR for Sustainable Competitive Advantage*” was held at Pune. The workshop designed primarily as a learning event based on experience sharing by leading business and HR leaders and management teachers, provided the participants with an opportunity to reappraise the existing HR function and develop a strategic HR framework that will help innovating and sustaining the practices that have seemed to emerge in the new millennium. Mr. B Santhanam, Mr. B S Shantaraju, Dr. Anup Singh, Prof. Indira Parikh, Mr. Aniruddha Limaye, Mr. Rajnikant Patel, Mr. Satish Pradhan, Mr. G P Rao, Mr. Vivek Paranjpe, Mr. Jay Ruparel, Dr. Rupa Nirsure, Dr. Sanjay Verma, Mr. Comdr. Mohapatra, Prof. C Balaji, Mr. Thomas Anthony and a host of other HR and business luminaries were the facilitators. In this 3<sup>rd</sup> program, apart from diverse change-prone industrial experiences, a few new dimensions included HR competencies for leadership, influencing CEOs and business heads for HR involvement and HR credibility.



## ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Ahmedabad

### Membership for Professionals

Academy of Human Resources Development (AHRD)'s mission is **"To develop HRD professionals and focus on HRD professionalism"**. It endeavors to enable its members to transform HRD policy and practice.

The Academy membership is open to individual HRD Professionals, HRD Students and all other managers and professionals who are concerned about HRD and apply it in their work and life. The membership with the Academy will be a catalyst for staying in touch with the field and contribute to the field of HRD by sharing experiences in various forums/publications.

### Membership Facilities

- Concessional fees for self-sponsored professional members of the Academy
- Discount on the purchase of Academy's Publications
- Free copy of AHRD Newsletters
- Life Membership will be accompanied by a gift of two Academy Publications
- Free Membership of the AHRD library (for reference only)

### Membership Details

Category	Annual	Life
Professionals	800/-	5,000/-
Students of PGDBM/MBA	500/-	-

### How to Apply

Please send your applications enclosing a DD (for the amount applicable) in favor of Academy of HRD, payable at Ahmedabad to:

The Co-ordinator – Memberships  
ACADEMY of HRD, AYANA COMPLEX, 2<sup>nd</sup> Floor, Thaltej-Hebatpur 100 Ft. Road, Thaltej,  
Ahmedabad – 380 059

- Tel.: 079-29297326/25 • Fax: 079-26856106 • Email:

[ahrdad1@academyofhrd.org](mailto:ahrdad1@academyofhrd.org)

## **Renaissance in the Making: One-Year Post Graduate Certificate in HRM Leadership, a New Initiative**

*“Those who will dominate the market in times to come will be those who are prepared to seize opportunities as they come”*

Inspired from this philosophy the Academy is all geared to launch a unique course of its kind, Post Graduate Certificate in HRM Leadership (full-time as well as part-time), which is going to bring a transformational change in the HR field. The Academy is in full swing preparing to meet the litmus test. The full time program is for one year and part-time is for three years.

Talent management has come to take drivers seat in most businesses across the world. To meet this end, therefore corporate needs a new cadre of HR professionals who are skilled and engage themselves in strategic activities rather than traditional HR. They need to do important things than urgent things. The program conceptualizes training HR leaders as Business-Drivers and is characterized by 30 modules in addition to strengthening the business foundation of the participants to be facilitated by globally renowned management teachers.

This program proposes to admit experienced HR professionals, who decide to acquire further education to transform HR practices for the larger goals of business achievement and change management and equipping themselves with the new generation HR strategies and concepts, so as to rub the shoulders with the CEO in as much as other business leaders do.

The Academy is likely to introduce this program in early 2009.

Academy’s “Professional Pillars” has been strengthened with the induction of **Dr. Hardik Shah**, *Assistant Professor* and **Mr. Piyush Dwivedi**, *Academic Associate*.

With the induction of these two professionals, Academy’s activities are expected to accelerate and pick up the momentum.

AHRD Welcomes it’s new Crew Members and wishes them success in their future endeavors.



## **AHRD's**

*8<sup>th</sup> Experiential Workshop on*  
***LEARNING INSTRUMENTS in HRD & OD***  
*(4 days non-residential)*

Dates: May 28 - 31, 2008 At India Habitat Centre, Lodhi Road, New Delhi

For

HRD Professionals, Management Teachers, Consultants & Change Agents, other interested professionals.

### **CONTENTS**

- Basic Contents & Types
- Effective use in Organizations
- Understanding & experiencing the administration and use of selected instruments.
- Instruments to be focused - MBTI, 16 PF, 360 Degree Questionnaire, Managerial Style Questionnaire (SPIRO), Role Efficacy Scale, Transactional Style Inventory (TSI), Team Effectiveness Assessment Measure (TEAM), Occupational Personality Questionnaire (OPQ), Organizational Surveys like Climate Survey, Culture Survey (OCTAPACE) etc.

### **RESOURCE PERSONS**

#### **Inaugural Address by**

**Mr. G K AGARWAL, Executive Director - NTPC**

- **Dr. Udai Pareek**, Distinguished Faculty, Indian Institute of Health Management
- **Dr. Satish Kalra**, Professor-OB, MDI
- **Dr. Seema Sanghi \***, Director & Professor-OB, FORE School of Management
- **Dr. Radha R Sharma**, Professor & Chairperson-OB & HRD, MDI
- **Dr. Punam Sehgal**, Professor, Indian Institute of Management - Lucknow
- **Mr. Prem Swarup**, Vice President – HR, SRF
- **Dr. Hardik Shah**, Faculty, AHRD.

*\* Confirmation awaited*

### **TAKEAWAYS**

- Assess Managerial Competencies & Leadership Styles
- Explore Personal & Interpersonal Orientation
- Experience a wide range of instruments used in HRD
- Learn to select and administer Instruments
- Become a facilitator of valuable tools

### **FEES:**

**Rs. 27, 500/- per participant.**

**Avail discount for early birds and multiple nominations from same company/group.**

For Details, visit us at: [www.academyofhrd.org](http://www.academyofhrd.org)

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## Forthcoming Programs

- **8<sup>th</sup> Experiential Workshop on Learning Instruments in HRD & OD.**  
Dates: May 28-31, 2008 at India Habitat Centre, New Delhi
  
- **1<sup>st</sup> Contact Class of Fellow & Associate Programs: 2008-11 batch.**  
Dates: June 10-25, 2008 at Academy's Complex-the new batch and the earlier batch who could not attend first contact classes have been invited to join
  
- Seminar on **Mergers & Acquisitions: People Issues and HR Challenges.** Dates: August 8-9, 2008 at Hotel Best Western: The Emerald, Juhu, Mumbai. Program Facilitators: Mr. P Dwarkanath, Director-Group Human Capital, Max India Ltd. and Mr. Vivek Paranjpe, Advisor-Reliance Industries Limited
  
- **5<sup>th</sup> Experiential Workshop on Appreciative Inquiry for Organizational Change** to be conducted jointly by the Academy of HRD & ISABS. Dates: August 21-23, 2008 at Ahmedabad. Resource persons: Prof. R Sankarasubramanian, National President, ISABS and Dr. Wasundhara Kanbur, T-Group Consultant  
.... And many more to come!

## Bank of Baroda's CMD Conferred "The Asian Banker Lifetime Achievement Award"

The Asian Banker award for Lifetime Achievement in Financial Services was conferred to Dr. Anil K Khandelwal in recognition of his contribution in the financial services industry. Dr. Khandelwal is also the Chairman of the Academy of HRD, Ahmedabad. The Asian Banker mentioned that the award is for Dr. Khandelwal's reinvigoration of Bank of Baroda and for his passionate appeal to staff and unions to help him turn the Bank around. Among his many innovations were the advantages of automation brought out by the introductions of core banking technology, an extensive ATM network, and 24-hour banking service. Within a short span of 3 years, the bank doubled its business size and added a large number of new names to its customer base.

## HR Humor!

Do this small prayer before entering office

Dear God, I beg you!



Give me the Wisdom  
to understand my boss.

Give me the Love  
to forgive him.

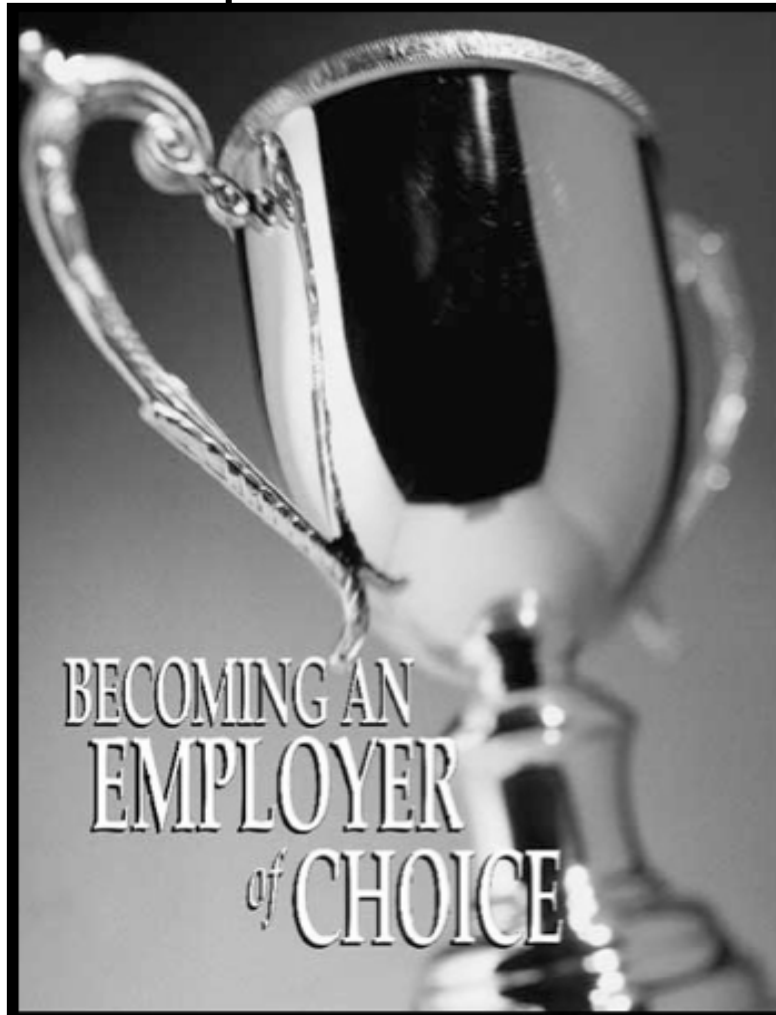
Give me the Patience  
to understand his deeds.

But Dearest God,  
don't give me the Power

because if you give me the Power

I'll break his head

## Food for Thought!



My father used to tell me, **“You are not supposed to like your job. That’s why they pay you. If you liked your working, the boss would charge admission at the door.”** Dad’s advice was perfect-during the middle of the last millennium- when working people, weary during the Great Depressions and WW II, aspired to latch on to any job they could get and stick with it for a lifetime. No one cared whether you **“liked”** the work.

by *Susan Shaw*

Readers requested to send in their punch-line type of expression on “Becoming Employer of Choice” to Piyush at [ahrdad1@academyofhrd.org](mailto:ahrdad1@academyofhrd.org) . The selected write-ups would be published in different editions of the newsletter. The respondents will be given a Certificate of Appreciation by the Academy of AHRD, Ahmedabad. Rush in your responses at the earliest.

## Other Important HR News

- **Appointment of Dr. Anil K Khandelwal:** Dr. Khandelwal, Chairman and MD, Bank of Baroda retired from Bank of Baroda on March 31, 2008, after a glorious career in the banking sector. He made distinguished contributions to the growth of Bank of Baroda. As we all would have wished this HR Leader to continue at the helm, his appointment is announced as Executive Chairman, Baroda-Pioneer Asset Management Company, Bombay, a joint-venture of Pioneer Group, Italy and Bank of Baroda. We wish him a great success.
- Dr. Anup Singh who is currently Professor, OB at International Management Institute-New-Delhi has been invited for a high coveted position of Vice-Chancellor at the Nirma University, Ahmedabad. Dr. Singh has authored five books and has written 60 articles in reputed Indian and International journals. He has also been consultant to several organizations. His research interests are Leadership, Institution Building, Organizational Change and HRD Instruments. We welcome Dr. Singh for a second stint in the city of Ahmedabad where he joins in June 2008.
- Dr. Sameer Barua, a professor at IIM-Ahmedabad and a finance expert, took over the reins as the director of the country's top B-school on December 06, 2007. Fifty six year-old Mr Barua has earlier been chairperson of the prestigious PGP program at the institute. An expert in portfolio theory, international finance, operation research and decision sciences, applied statistics and management information and control systems, Dr. Barua has taught at several leading institutes across the world and has consulted with several leading organizations. He has published over 200 papers and case studies in reputed Indian and International journals.

**Ask AHRD**

For any queries please feel free to contact

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We would appreciate feedback on this issue of newsletter and would like to have suggestions to make it better. Please send your suggestions/write-ups to Piyush at [ahrdad1@academyofhrd.org](mailto:ahrdad1@academyofhrd.org)