

## **2010-13 Batch Admission Fellow and Associate Programs**

The admission for 2010-13 batch is open now. Interested candidates or their organizations may start submitting applications. Last date is March 15, 2010.

### **Fellow and Associate Programs in Human Resources and Organizational Development**

Management is one field where practice precedes theory. Management theories are largely built on practices that are successful. Indian managers sit on bundles of data and do not use it to add to the management knowledge. This is because unlike the Western managers they are not trained to do so. Likewise, the Academy of HRD recognized long back the rising shortage of management teachers. While on one hand, the Academy of HRD recognizing the need to provide opportunities for managers to scientifically study and document their own actions, initiatives and change processes, on the other hand there had always been a dire need for management teachers and consultants to be equipped with research and teaching skills. The Fellow and Associate programs were accordingly conceptualize for the working people, as a part time program and initiated in 1995. Initially in joint collaboration with XLRI and subsequently, the same program was independently taken forward.

The Fellow & Associate Programs in HR & OD are designed for working executives, management faculty and consultants. The Fellow Program is a doctoral level program and Associate Program is a M. Phil. level program of the Academy of HRD. These programs enhance research aptitude and inquiry mind in areas of HRD and OD. They also update knowledge and understanding of the concepts, theories and practices in the HRD, OD and OB areas, which prepare the students for improving and realigning organizational and human processes.

#### **Need for the Programs**

- 1)** Strategic decisions in learning organizations can no longer be based on hunches or gut feelings. Organizations have begun relying on scientific analysis of data that the organizations generate. Data related to core competencies, organizational performance, employee skills and competencies could be crucial in formulating and implementing effective strategies for corporate plans, including diversifications and expansions.
- 2)** When organizational experiences are systematically researched and analyzed, they facilitate organizational change processes viz. restructuring, right-sizing, process improvement, etc. Internal research, process analysis, and HRD audit have become essential for validating and evaluating the effectiveness of HRD policies, systems and interventions in organizations.

- 3) Requirement of competent management faculty is continuously rising since the liberalization of technical/management education in India. 'A teacher can give only what he has.' Investment for acquisition of research skills and technology command go a long way in self satisfying and out performing teachers and management consultants

## **Titles awarded**

The Fellow Program in HRD & OD is a Doctoral level program comparable to Ph.D level of a University while the Associate program is comparable to M. Phil. level of a university. Fellow program students after completion of all the requirements of the program will be awarded the title of '**Fellow, Academy of Human Resources Development**' and the successful candidates from the Associate program will be awarded the title of '**Associate, Academy of Human Resources Development**'.

## **FELLOW PROGRAM DESIGN**

**Objectives:** The program aims to build participant competencies in relation to:

- Independently designing and conducting research studies in HRD and OD scientifically
- Introducing and evaluating HRD and OD interventions for effective change management processes.
- Initiating and providing guidance to research-related activities in the organization.
- Offering internal / external consulting, support and counseling for initiating and managing change processes.
- Conducting in-house research for strategic planning and designing, re-designing the HRD & OD policies and practices.
- Capability to play higher level roles in HRD and OD

### ***Fellow title awardees' improve effectiveness:***

*Between 1999 and 2007, twenty four scholars have been awarded Fellow titles. It is heartening to know that Fellows of the Academy enjoy very prominent positions. Most of them have improved professional orientation of their job profiles, some shifted from business side to learning and development roles in their companies or to teaching institutions such as IRMA, NIRMA, XLRI, MIT (Manipal), etc. In corporates, they are enjoying prestigious positions such as VP-HR, President-HR, Senior Director-H, etc. Often they have reported that their research abilities aid their superior performance and stand by them.*

### **Three major phases:**

**Phase I** : Preparatory Phase;

**Phase II** : Study & Project  
Assignment Phase;

**Phase III** : Thesis Phase.

**Preparatory Phase:** During the first phase students attend two or more Contact Classes involving 6-7 weeks of 9 class-work courses/modules. These Contact Classes are organized at suitable intervals of at least 5-7 months, particularly in June and January at Academy's campus in Ahmedabad.

**The nine class-work modules:**

- HRD & Applied Behavioral Science
- Understanding Organizational Structure and Dynamics
- Strategic Human Resources Development
- Managing & Understanding HRD Interventions
- Managing Change & Organization Development
- Macro Perspectives on HRD
- Research Methods and Techniques
- Statistical Tools & Usage
- Research Studies on HRD

**The ‘Study & Project Assignment Phase’ and ‘Thesis Phase’ are done at one’s own workplace unless one is working full time scholar at the Academy.**

**Duration: It is a three years program.** Often the students take longer due to complex demands of their respective work places. They have to take permission for extension of the period.

*“Indeed it was a learning experience of one of its kind. I shared at ISB with some Professors and Directors as well. I enjoyed the whole program to the fullest. All AHRD staff was very helpful. My sincere gratitude for providing such a enriching environment to all of us”*

Pallavi Awasthi, Fellow Student 2008-11 Batch

*“I am impressed by the rigour of the Academy’s program, the quality of its faculty and caliber of my fellow students. It is a privilege to be associated with India’s premier institution specializing in human resources development for all organizational forms!”*

Imon Ghosh, Fellow Student 2008-11Batch

*“I enjoyed the entire process of Fellowship program at the Academy. It was hard-work over the three years but highly enriching.”*

MG Jomon, Fellow Student 1995-98 Batch  
(Presently XLRI Professor)

*“The rigorous assessment keeps you on track. Overall, a unique professional development programme that systematically trains you to move into the next league. The Fellow Programme has given me a second career.”*

Prof. Harismita Trivedi,  
Fellow Student 2003-06 Batch

*“The discussions cover everything starting from personal experiences to spiritual lectures. The day I came to Contact Program research seemed so heavy and more of a can’t reach thing. But after ten days in the Academy, research seems more interesting and enthusiastic”*

Harit N, Fellow Student 2002-05Batch

# ASSOCIATE PROGRAM DESIGN

**Objectives:** The Program is designed to enable students to:

- Identify and document data on people-related issues.
- Ability to identify key research needs of organizations for strategic planning and decision-making in HRD and OD.
- Track and evaluate key HRD interventions introduced, identify required modifications and adopt necessary instruments for HRD.
- Acquire conceptual and analytical skills for roles in introducing and managing change processes.

## Three Main Phases

- Phase I** : Preparatory
- Phase II** : Study Assignments
- Phase III** : Dissertation

For Phase I Preparatory Stage and Phase II Study Assignments, the curriculum is same as for Fellow Students. Project Assignment only is excluded. Phase II & Phase III can be done at one's own workplace or home.

**Duration: It is a 18 months program.** Some students take longer due to complex demands of their respective work places. They have to take permission for extension of the period.

## Eminent Faculty with Commitment

World-class faculty, with very strong commitment to the cause of Ph.D. level resource creation, teach Fellow and Associate programs at the Academy, particularly the faculty from the Indian Institute of Management, Ahmedabad.

## Eligibility for Admission to Fellow & Associate Programs

Masters Degree or PG diploma (in any discipline) or B.E./ B. Tech, with at least 3 years' experience in executive or academic positions, and demonstrated aptitude for research in terms of research papers, in-house research reports, or publications

### ***Recently enrolled Fellow Students***

- *2009-2012 Batch are from Intimate Fashions, Acme Technologies, ITC, Pepsico India Holdings, Jindal Stainless, Novell Software, Medicare Hospital, Granules.*
- *2008-2011 Batch are from Wipro, Metro Cash & Carry, ISB, Govt. of Andhra, Nalco, Delphi, Microsoft, DNA*
- *2007-10 Batch from ONGC, Aricent, Sasken Comm., Global Steel holding, CAE Solution Technologies*
- *2006-09 Batch from Taj Air Catering, Birlasoft, C-DAC, Ideaz Unlimited, Pegasus Institute, Birlasoft Insurance, ExLENT Consulting, IDBI, Avineon India and ING Vysya*

**Certain Flexibility:** Exemptions in course work of the Contact Classes, study and project assignments is considered if the candidate at M. Phil or similar levels had done courses similar to the Academy's. Exemption is possible in the entire two places when the candidate is M. Phil in HRD & OD or similar areas and is directly admitted to the thesis phase.

### **Admission Procedure for Fellow & Associate Program**

- The admission procedure for eligible candidates would comprise of an Online written test and personal interview.
- In addition to above, Fellow program applicants may be required to give a short presentation on a research proposal or an HRD intervention.

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#### **How to Apply**

Above brief is not intended to be all-inclusive. Interested professionals may pay Rs. 1000/- through DD/multi-city cheque favoring **Academy of HRD** payable at **Ahmedabad** and collect the Admission Prospectus and Form from Academy's office.

For any questions, please contact us at:

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