



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Developing HR professionals and enhancing HR professionalism

NEWSLETTER

October 2009



Featuring Special Article-
Dr. T.V. Rao & Dr. Udai Pareek "HRD We Dream(t)"

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Editor: Dr. Hardik Shah
Editorial Assistance: Mr. Indranil Mukherjee

Academy's Programs:

The Governing Board of the Academy met on 29 October, 2009. The Board noted that the economic slow down and consequently cost cutting measures of the industry, had affected nominations in MDPs. One program had to be dropped. They noted the MDP's and in-company programs offered during previous six months.

Proposed Activities upto February 2010:

The Board however, noted with satisfaction that the Academy has designed and plans to offer four new programs in next 4-5 months listed as below:

1. Research Competencies in HRD & OD
2. Executive Assessment & Development
3. Learning Instruments in HRD & OD
4. Research Paper writing workshop for Fellow students

The Board also noted that Dr. PN Khandwalla designed the MDP – 'Organization Design and Development' for CEOs, other top executives and HR heads. It observed that the program is going to be found very impact making at this level of target group.

In-Company Programs and Consulting:

In the past six months Academy addressed itself to various in-company training requirements and submitted seven proposals.

The Board was also informed that the Chairman received invitation from a Pharma industry association (OPPI) to address their members. His lecture was well received. Later, Chairman also wrote letters to 22 Pharma companies introducing the Academy and its activities. The Director informed the Board that consequently Sanofi-Aventis and Merck India showed interest in our programs and discussion were made.

Newsletter Progress:

The Board noted a few new features which show academic contribution have been added in the last two issues, such as Straight from the CEO series, Research based Articles by HR thought leaders and Subject-wise Research Abstracts. It was observed that scope for improvement was tremendous and serious efforts may be continued.

Management Film on AI:

It was appreciated that the shooting of the AI film – a joint project of AHRD and ISABS -had been completed. They enquired whether the quality of production was good. The Director explained that it does seem fairly good production had been done but more would be known after editing and animations were completed.

Other Discussions

- (a) Discussions took place about the contemplated Round Table Conference on "Talent management" and some suggestions of the Board included as under:
 - (i) To design a research and collect data from a sample of industries exploring current trends, issues companies are facing, practices that have paid dividend and other challenges. ([Questionnaire](#) is attached as link. Request you to feel the same to participate in the survey).
 - (ii) On behalf of the Board, Dr. Gita Piramal and Dr. TV Rao may be requested to guide the research.
- (b) Board was exploring for conference collaboration with a large association of professionals. Mr. Harish Mehta offered that for a small group of 10 to 15 CEOs and HR heads, he can organise a conclave partnership with NASCOM. The suggestion was welcomed and Dr. Gita Piramal will take lead to finalize the topic and will be the Moderator.

Academic Committee Meeting:

Academic committee headed by Dr. Khandwalla met on 24th October.2009. It made a detailed review of the Fellow Program with the objective of making the curriculum more realistic and relevant to groom Fellow Students. The upgraded curriculum will become applicable from 2011 batch.

Snapshots @ AHRD

7th Experiential Workshop: APPRECIATIVE INQUIRY FOR ORGANIZATIONAL CHANGE



Participants of the Workshop

Appreciative Inquiry (AI) is a developmental intervention which is concerned with exploring 'what works' with the organization and building magnification for achieving shared dream. This makes people more energized, strengthened and hopeful about the co-created future. The new energy and innovative ideas can be tapped as the basis of a radical transformation of the organization. "AI is more than a method; it is a paradigm change uniquely created for the opportunities of the 21st century".

As a part of its mission of spreading and popularizing the concept of AI Academy of HRD is conducting a joint experiential workshop with Indian School of Applied Behavioral Science (ISABS) on "AI for Organizational Change" for last 4 years. This time the program was conducted during August 24-26, 2009 at AHRD campus. The faculty for the program was Prof. R. Sankarasubramanian and Dr. Wasundhara Joshi. The workshop was marked by the presence of 14 participants from various sectors of the business, education and service.

"It will help me to explore the diversity at workplace" – A Participant

"The knowledge shared enriched me to design a course on Change Leadership"- A Participant

TV Rao's Offering – Research Paper Writing Workshop (October 28-30, 2009)

A need was felt to offer an optional workshop to the Fellow students. It was to help them understand the different kind of research papers, methodologies used and discussing their research draft papers and finalizing in the workshop mode. Dr. T V Rao offered the three day workshop as a sole facilitator assisted by Dr. Hardik Shah. This was for the first time such a workshop is offered. It is heartening that three students completed and submitted their respective papers and one student finalized two papers. Home work that they had done before coming for the workshop helped them in many ways. However, it is regrettable that only four students could use the option favorably. We hope, next time the number of students joining workshop will be significant.

Expressions of Students:

"I was stuck, I was wondering since one year about how to write a paper; the workshop has strengthened my self confidence"- A student

"It was great satisfaction to see my own paper completed"- A student

The students left with resolve to complete another research paper by December end. The topic for all is research paper based on interviews with outstanding HR Leaders.

Other Fellow and Associate students who are keen participate are welcome to undertake similar research topic. They may contact Dr. Hardik Shah for the guidelines.

In-Company Management Development Programs

The following are the illustrative lists of our In-Company Modules designed to meet some of the needs of the organizations. These modules will be tailored to meet the client company's current and future needs leading to enhanced business performance.

HR Processes	<ul style="list-style-type: none"> • Training Needs Assessment • Faculty Development Program for HR teachers • Strategic Human Resource Management • HRM for non HR professionals • Redesigning HR policies • Consulting Skills for HR professionals (Strategic Business Partners)
Performance Management	<ul style="list-style-type: none"> • Designing PMS for high performance • Performance Management and Coaching
Leadership Development	<ul style="list-style-type: none"> • Program on Building Values, Culture and Leadership • Appreciative Inquiry for Organizational Change • Appreciative Inquiry for Organizational Change Leadership • Coaching and Mentoring Skills
People Development	<ul style="list-style-type: none"> • Becoming Team-Player and Team-Leader • Managerial Skills for First Level Managers • Human Process Laboratory for Behavioral Skills • Cross Functional Team Effectiveness • Behavioral Event Interviewing Skills • People Management Skills for Middle Management • Self Development Workshop
General Management	<ul style="list-style-type: none"> • HR in Board Room • HR Issues in Mergers and Acquisition • Entrepreneur becoming professional leader (Young Professionals) • Diversity – Cultural Imperatives and Engagement Strategies • Women Empowerment • Stress Audit and Executive Health • Learning Psychometrics for Selection, Potential Assessment, Team-Player and Leadership traits • Organizational Climate Survey – Diagnostic Study • Professionalizing Sales Field force • OD Interventions

**If interested, kindly send your queries to
'The Director', Academy HRD, Email: director@academyofhrd.org**



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

STYRAX CONSULTANTS

Announce

Certificate Program on

EXECUTIVE COMPETENCY ASSESSMENT & DEVELOPMENT

A Four-Day Non-Residential Workshop

DATES:
December 2 – 5, 2009

VENUE:
India Habitat Center, New Delhi

OBJECTIVE

- ❖ Develop insights on assessment and development of competencies
- ❖ Competence to design and conduct Assessment and Development Centers
- ❖ Develop assessors' competencies of observation, recording, classification, evaluation and modeling
- ❖ Create ADC evaluation and validation skills
- ❖ Utilizing ADCs and integrating with HR processes
- ❖ Gain insight on development of assessment tools

PROGRAM CONTENTS

- ❖ Competencies: basic concepts and theories
- ❖ ADCs: Basic concepts, meaning, uses, and process
- ❖ Understanding competencies, definitions, behavioural indicators and levels
- ❖ Designing ADCs
- ❖ Selecting, developing and customizing tools of ADCs
- ❖ Demonstration of tools for ADCs
- ❖ Skill of Assessors – practical session
- ❖ Individual reports and analysis
- ❖ Integrating ADCs with hiring, training, performance and other subsystems
- ❖ Post ADCs feedback & evaluation
- ❖ Preparing as Assessors

TAKEAWAYS

- ❖ Identify, assess and map the managerial competencies for individuals, dyads, teams and organizations
- ❖ Insight into tools and methods of assessing
- ❖ Skill to administer and assess five types of assessment tools
- ❖ Gain insight into development of tools
- ❖ Learning to design the assessment centers & designing developmental interventions
- ❖ Hands on practice sessions
- ❖ Balancing right person-role fit organization
- ❖ Be a Certified Assessor
- ❖ Participants will form Academy's pool of Certified Assessors

FOR WHOM

- ❖ HR professionals, consultants & management teachers
- ❖ Career specialists, team leaders and change managers
- ❖ Functionaries of social Sectors and others
- ❖ Executives identified for assessor or facilitation roles

METHODOLOGY

The program will be discussion-driven and two-way communication relating to the concepts, theories, construction and uses of ADCs as applicable to organizations. It will involve different simulation exercises, psychometric tests, case studies, and other tools for ADCs comprising of both individual and group exercises. There shall be extensive demonstrations of assessment tools. They will develop five tools as a part of group activity. During the program, every participant will have an opportunity to act as an assessor as well as be assessed.

RESOURCE PERSONS

- ❖ **Dr. Seema Sanghi**, former Director, Fore School of Management and MD, Styrax Consultants
- ❖ **Dr. Keith D'Souza**, International Adjunct Professor, SPJIMR, Dubai and Director, Human Touch HRD Services
- ❖ **Mr. P. Dwarakanath**, Director, Group Human Capital, Max India Ltd.
- ❖ **Mr. Aquil Busrai**, Executive Director HR, IBM Corporation, India

FEES*:

Rs. 24,000/- per PARTICIPANT
Rs. 14,000/- for TEACHERS & NGOs

* Above fees exclude Service Tax @ 10.3%. Pay as applicable.

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ACADEMY OF HUMAN RESOURCES DEVELOPMENT
Ahmedabad, India



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Announces

11th Experiential Workshop:

LEARNING INSTRUMENTS IN HRD & OD

A Four-Day Non-Residential Workshop

DATES:
December 9-12, 2009

VENUE:
India Habitat Center, New Delhi

TAKEAWAYS

- Experience a wide range of Instruments used in HRD
- Learn to select and administer Instruments
- Become a facilitator of valuable tools
- Explore personal, interpersonal and organizational orientation
- Assess managerial potentials, competencies & leadership

FOR WHOM

- ☞ HR Professionals. Change Agents in HRD/OD
- ☞ Consultants & Management Teachers.
- ☞ Functionaries of Social Sectors
- ☞ Other Professionals interested in using instruments in organizations

CONTENTS

- Instruments: Basic concepts, types and uses
- Steps for developing instruments, particularly the components and processes in psychometric properties
- Understanding and experiencing the administration and use of selected instruments
- Instruments to be focused –
 - MBTI
 - 16 PF
 - Managerial Style Questionnaire (SPIRO)
 - Role Efficacy Scale/ORS
 - Team Effectiveness Assessment Measure (TEAM)
 - Case study on Belbin
 - Instruments for Organizational Climate Survey, Culture Survey (OCTAPACE) etc.

METHODOLOGY

The workshop will be highly discussions-driven and two-way communication relating to the concepts, theories, construction and uses of instruments as applied to corporate and social sectors. It will involve semi structured exercises and self administered tests with actual case studies duly validated by research. Early bird participants will be given certain tests for self-administration beforehand. Profiling and feedback will also be given.

An automated scoring sheet for 90 instruments along with Dr. Udai Pareek's "Training Instruments in HRD & OD" will be used by each participant in the relevant sessions of the workshop.

RESOURCE PERSONS

- **Dr. Udai Pareek**, Well-known Academician & Distinguished Faculty, IIHMR
- **Dr. Rajen Gupta**, Professor, MDI
- **Dr. Satish Kalra**, former Professor-MDI & Professor & Dean-Corporate Affairs, IMI-New Delhi
- **Dr. Punam Sahgal**, Professor, IIM-L
- **Dr. Seema Sanghi**, former Director, Fore School of Management & MD, Styrax Consultants
- **Mr. Suresh Tripathi**, Corporate Head-HR, SRF Ltd.
- **Dr. Hardik Shah**, Assistant Professor, AHRD

FEES*:

Rs. 29, 500/- per PARTICIPANT

Rs. 15,500/- for TEACHERS & NGOs

* Above fees exclude Service Tax @ 10.3%. Pay as applicable.

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ACADEMY OF HUMAN RESOURCES DEVELOPMENT

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The HRD We Dream(t) – Dr. TV Rao & Dr. Udai Pareek

Dr. Udai Pareek and Dr. T. V. Rao are two former IIMA professors who are largely credited with the design of the new HR Function and the First Dedicated HRD department carved out of the personnel function. They designed the first HRD department in the world, about thirty years ago when the term HRD was not even known in India. They designed this out of their own thought and reflection as a part of the consultancy they provided to L&T in 1974 and subsequently helped organizations like the SBI and BEML to start the same. Subsequently Dr. Rao established a center for HRD at XLRI as a part of the L&T Chair and then established the National HRD Network in 1985 and subsequently the Academy of HRD in 1990. Dr. Udai Pareek has been mentoring some of these bodies and institutions have done a marvelous job and changed the course of history of HRD in this part of the world. Some of these institutions have grown and have made significant contributions. These two former professors of IIMA chose to remain in the country and influence the course of HRD movement than to go and settle abroad. They have provided enormous consulting support to other countries in this region like Malaysia and Indonesia and UNESCO Bangkok. We reproduce below some excerpts from an interview with them.

Q1: What is your feeling about HR in the country to day? Do you think HRD has come to stand on its own as a profession? Are HR managers getting their respect they deserve? Are they living up to the standards and expectations they are expected to maintain?

TVR: Our feeling about HR in the country is both satisfaction and disappointment, hope and apprehension of course more hope combined with a good degree if not equal amount of apprehension. I will explain all these mixed feelings as follows: Satisfaction is due to the fact that we have progressed a lot from the days of apprehension about HRD as an old wine in new bottle to the level where we are constantly discovering more solutions to new problems and challenges. We acted with the belief that HRD is the soul of personnel function. Remember Udai Pareek's address in late seventies to NIPM on "Personnel Function in search of a soul" And HRD was given the status of the soul of HR function by Udai. We suggested to CEOs beginning mid seventies to accept HRD as a philosophy. Our argument was that every employee spends a large part of his or her waking life for the company, with the company and in the company. The organization is the first family and therefore it is in the interests of the organization to take good care of the person, provide right conditions for him, direction for his growth and ensure growth of the company. We suggested critical attribute analysis (now a days called as competency mapping), identification of KPAs, performance analysis and coaching, career and succession planning, HRIS, OD and many such interventions to promote capacity building of individuals, teams and the organization. We promoted HR as a philosophy and not as a technique to get things in return though we hoped that returns will come on their own. In fact we promoted HRD as a responsibility of the top management and of all senior managers. Recognizing this L&T even trained a large number of their line managers in 1975-76 as HRD facilitators and used to call them selves as L&T University. Now days we establish corporate Universities to do the same things L&T had done in mid seventies relentlessly.

Holk Larsen, NM Desai, SR Subramanian supported it and Dennyson Pereira spearheaded the movement. HRD was an act of faith and not based on any research. The research findings from the US that have come in the last one decade have supported our philosophy and assumptions scientifically. There are studies that proved in the US that HR interventions have enhanced a share holder value by several percentage points. The fact that we promoted a philosophy which ahs scientifically been supported latter and the way many corporate have been taking these interventions and constantly trying t implement them is a matter of satisfaction. HRD has definitely added to the quality of work life in industry. It has come of ages. It is no more taken for granted. T is a part of life of any corporation. While we can't take credit for all that happened to is not happening in the HR we are satisfied that we originated and promoted a concept and philosophy and pursued it for the last three decades relentlessly.

The dissatisfaction is out of the fact that HRD also got diluted in some ways and in some of the organizations. HR managers have not been doing right things though some of them are doing whatever they are doing well (things right). HRD has not yet established its credibility fully with the line managers and particularly in the new economy industry. It pains us deeply when we hear rumors like that in a

particular city HR managers are even going to the extent of helping candidate to write or rewrite their bio-data in ways that get them selected – for a fee! The news that ethical standards and values are not being followed by some is painful. Some of the HR managers have reduced themselves to be "dalals". By this I am told that their main job is to contract and subcontract. They are busy locating recruitment agencies to whom they can subcontract their recruitment, training agencies to subcontract their training and consultants to subcontract their competency mapping and performance appraisals is very disappointing.

Interviewer: What is wrong with that? There is no time and staff? The recruitments needed are in tens and some times in hundreds and thousands and HRD departments are small. What can they do about it?

TVR: There is nothing wrong in using recruitment agencies and outsourcing training. I am not against these as and when needed. I am concerned about outsourcing as a way of life and as a substitution to learning and managing your corporation. What is wrong is the way you do it and the purpose for doing it. The purpose should not be to show to the top management quantitative results in terms of costs saved and the number game to show the number recruited. Some HRD managers don't do their own basic work of profiling the job properly through competency mapping and the like and ensure that scientific recruitment is followed. I am told they even make false promises and get wrong people in order to fulfill their targets and shoe cost savings to their top. That is why many candidates leave. So instead of contribution to retention HR is designing attrition from the very beginning by not doing their job properly. There is no research and there are no basic questions like what competencies are needed, what we can offer to the candidate in terms of the career etc. The attitude of Dalalgiri is what pains us. Some of them ask us to submit tenders even without understanding the organization. Submitting the tender document following all norms is more important than understanding their problem and addressing the problem. They are not willing to spend their own time and effort to understand the issues. They lack required qualifications and competence. Any one with masters in any subject is being taken for HR in some of the companies. We are also dissatisfied that after three decades of the evolution of this function we have not influenced companies to recruit professionally qualified HRD professionals. A masters in Social Work does not ensure that you are professionally qualified HR person. Many HR professionals lack the basic HR knowledge. This is a big disappointment for us. The NHRDN has made some moves in this direction but it is no where near the solution. In sum I am disappointed with the poor quality of HR professionals, lack of understanding of the CEOs and other top management of the need for having professional trained if not qualified managers as HR managers, lack of identification of the required skills sets, inadequate supply of professionally trained HR managers, not intone with curricula of schools that prepare HR managers, and eroding ethical values , slow work and Dalalgiri of HR managers, and not raising up to the occasion with speed of professional bodies is disappointment to me.

In sum, in my view the knowledge base of HR in India is tremendous. HRD has come to stand on its own as a profession. However, we have done very little to consolidate our gains. It is high time that this is done with focus on HRD for this region -India and the Asia pacific. Good HR managers are getting the respect they deserve but there are many bad HR managers whoa re spoiling the profession and its image. They are not living up to the standards and expectations they are expected to maintain. In my view job-hopper HR managers are doing a lot of damage to the profession. Changing the job in a short time is like shifting your dispensary or clinic suddenly in the middle of treatment to your patients. I think HR managers need to set right examples of sticking to their jobs for longer periods. They should not enter the profession if they are only commercial in outlook and the main purpose in life is to become a millionaire soonest possible.

Q2: What is your feeling about HR in the country to day? Do you think HRD has come to stand on its own as a profession? Are HR managers getting their respect they deserve? Are they living up to the standards and expectations they re expected to maintain?

UP: I am happy to see HR increasingly occupying key position in organizations. Several organizations have inducted HR Heads in their Boards recently. This shows the growing realization of the importance of HR. In several organizations HR is fulfilling the expected role. However, in most organizations HR continues to function as old-time personnel department. HR managers are not getting the respect, and in many cases, the HR function is responsible for this sorry state of affairs. Unfortunately HR has not yet

achieved the level of the profession, which it deserves. By and large, HR is not living up to the standard expected of it.

Q3: What do you feel when you look back at the HRD departments and the institutions you both have started or are associated with? Specially the L&T, SBI, Crompton Greaves, BEML and other organizations? Do you look back with satisfaction?

TVR: The HRD departments of these organizations especially L&T, SBI, CGL and the like have done marvelous job until late eighties. Somewhere in late eighties the people who succeeded the early HRD chiefs have not been able to build on the past. The growth of the HRD and its impact has been of the same magnitude as it was a decade before that. For example assessment centers were introduced in CGL in mid eighties. SBI struggled a lot with its performance appraisal. Job rotation, skill inventory and the like. L&T went of incorporating quality and such other concerns into its HRD. These organizations have done a good job. They could have been much more of role models than what they are today. Also today there are many other corporations especially from IT and other new economy industry who have come up with innovative HR practices. The failure of organizations like L&T, SBI, CGL and the like is in terms of lack of innovativeness and inability to build on the past. This needed strong HRD managers and unfortunately it is what they lacked. Mr. Naik the current CEO is one of those whom I have personally interviewed in mid seventies. He had a lot of HR ideas even in those days. So there were HR practitioners in CEOs but not supported by strong HRD managers. For me the only satisfaction with these corporations is out of history we created and not out of what they have been able to do subsequently. Some of them have built on the work we did, others did not.

UP: I share TV Rao's sentiments. The great organizations that pioneered HR in the country have on the way gone astray in relation to the spirit of HR. In my opinion, the main reason is undue reliance on foreign consulting groups, who, without much experience in India, and without intimate knowledge of the organizations, are recommending structures and processes that are anti-HR. It is a pity that some excellent HR practices in the organizations have been discontinued. Several years back D.M. Silvera had independently visited several organizations, and had documented some innovative HR practices based on the Indian cultural orientations. While some new organizations have been designing innovative practices, the older organizations, which pioneered HR function, have lost interest.

Q 4: What do you think about the direction in which HR is headed in this country? Does it have a bright future? Do you think it has created the right image? Will it evolve as an honored profession like Medicine, Engineering, Chartered Accountancy and the like?

TVR: I definitely think that HR has a bright future. The way HR is headed in the country is both good and bad. Don't take my criticism as an indication of the state of affairs in HR in the country. Perhaps the malpractices and incompetencies in HR are more an exception than a rule. However the magnitude of these exceptions is good enough to pay attention and to be warned about. There is a lot of dilution. There is also a lot of purposiveness in HR today. In most cases HR has become HR administration rather than HR development. What is needed in future knowledge society is continuous development of its people and their competencies. People and their competencies are going to be business drivers in future. Share holder values can be enhanced by right HR practices. There is no substitute for competency building and commitment building. HRD defined as the three Cs – competence, commitment and culture building- had become more critical today than before and it is going to become even more. As technology, money, and systems lose their competitive advantage by virtue of their easy accessibility of all people and their competencies or „Talent" is going to become scarcer and hence gain a strategic advantage. If HR can realize this and HRD managers prepare themselves to this changing role, then HRD will have a bright future. If HR fails to recognize this other functions will take charge and new titles get created like "performance manager" "People processes manager" "OD expert" etc. I have mentioned a few of these in my book on "The Future of HRD". HRD has still a long way to go to be accepted fully as a profession. It has the knowledge base and it should draw from psychology of learning, personality theories, Social psychology, assessment, measurement, competency mapping etc. We have the required disciplinary background but no body that can put them together. Bodies like NHRDN have a long way to go. Unfortunately over the last one decade they have alienated the academicians slowly and today it is filled with parishioners often have little thirst for theory and knowledge.

Professional bodies not having such academic rigor will have difficulty establishing professional standards. Commercial minded management schools and consultants cannot do full justice to help it evolve as a profession. We have a long way to go.

UP: I am an optimist and believe that HR has a bright future. It is certainly on way to become a business partner, and acquire professional status like other professions. Certainly it will be necessary for academic bodies (Universities and Management Institutes), Professional bodies (NHRD, AHRD), and work organizations to do a lot of work in this regard. HR Journals have also to play an important role in this regard. I am quite impressed by Human Capital, which has spread the message of innovative practices in HR, and has become a good forum for sharing of experiments and experiences. We need more such journals.

Q 5: What is your message for the future HR professionals and others who are likely to man HR positions in organizations and professional bodies like the National HRD Network?

TVR: Learn, relearn and learn. Continuous learning is the only way. Learn from all sources. Respect and be sensitive to your inner world, neighborhood and global scenes. If you learn only from overseas your HR will be baseless. If you stick only to indigenous and inward learning your learning will be shape less and only will be a foundation. Hence you need to learn from all sources. You need to be a relentless learner. Regarding NHRDN the main message I like to give is don't make means as ends. Conferences, seminars and such other Events are means and the moment they become ends it is he end of a professional's body. Similarly Presidentships, Secretary Ships and other positions are means to save the profession and not your self not the body you manage at a give point. Don't miss the forest for the trees or the trees for the wood. Don't cling on top positions. If you cant give time for the profession make way for others and not outsourcing agencies. Don't try to do in NHRDN what your own employer does not allow you to do. Don't spend a penny of the body without being accountable for that penny and demonstrate return on every single penny you spend in the same year you are office bearer. Respect the history and learn from it.

UP: A large number of young persons are preparing themselves to enter HR profession. I would like these bright young people to be more serious about their preparations. HR will not be able to fulfill its role unless HR people know the business, and have insight into various aspects of the business they are associated with. They should equally be adept in the understanding of organizational processes. Increasingly HR will be required to play the role of internal consultancy in the organizations. The skills of change management will be essential for success of HR people. The institutions and professional bodies have the responsibility of helping young budding professionals to become more efficient to play this required role.

Q6: In your opinion what roles should be played by the academic institutions like the management schools and professional bodies like the NHRDN and research centers like the academy of HRD to shape the future of HRD?

TVR: Management schools should innovate. Train and recruit competent faculty, Use increasingly practitioners from industry. Build theory of HRD that can take the country and the profession forward. Professional bodies like the NHRDN should focus on establishing standards, enforcing them. Promote research in Universities, fund research and establish standards of HRD education. For that they need to have enough academies and theoreticians in the body. It should be managed like a professional body and not like a corporation. It should have more rigorous standards and financial prudence in the behavior of its office bearers. It should think several times in terms of the example it is setting in the use of funds, design of events, and conduct of the same. The office bearers reveal a lot of their behavior in the way they conduct themselves. Apply ethical standards to it and have office bearers whoa re above board in terms of their ethics and values. Candidates not worthy of being emulated should not be given positions. Performance assessment and removal of office bearers whoa are not active for more than six month periods (25% of their term) should be removed automatically. Every professional must commit a week to ten days a year for the profession and donate the same time without any compensation. This is what we owe to our profession. NHRDN and AHRD should take the HRD beyond the corporate sector and come up with innovations in HRD for NGOs followed by the Government and close with HRD for communicates.

The success of HRD is when it becomes a part of life and a part of every one and every process. HRD is learning and instituting processes that facilitate learning and growth and make work and life healthy and happy for all.

UP: HR will become a valued profession only if all concerned with this function contribute to its effectiveness. In the first place, HR must be value-based. As in our original concept, HR should be concerned with all the units of the organization, from individual employees to the total organization. It is time that we distinguished between transactional HR and transformational HR. The transactional HR would include functions like recruitment, induction, performance management, development system, career development, separation etc. However, while these are important functions to make organizations effective, they cannot take the organization to a higher level of greatness. For that they need to pay attention to transformational HR, which may include functions like talent management (identification, nurturing and mentoring talent), culture building (trust, equality and involvement), change management (including mergers and acquisitions and their processes), leadership development, reward system, and very importantly, ethics and social responsibility. While some of the transactional functions of HR may be outsourced, transformational aspects need to be strengthened in the organizations. For this all concerned agencies need to play their roles. Educational institutions, where HR people are being prepared, need to orient their training to include significant work on the transformational aspects. Professional bodies like NHRD should take the responsibility for accrediting individuals and organizations on rigorous professional criteria. In fact, they can also publish ranking of organizations and management institutes; this will help in raising professional standards. Research is extremely important. We need to generate new knowledge in HR. While AHRD and NHRD have done commendable work in publishing in some good experiences and case studies, more rigorous standards are needed to search and publish material based on significance experiences in Indian organizations. While we can know everything about Western organizations, we don't have information about our own innovations. This lacuna needs to be filled up.

Straight from the CEO – 'HR Evolution – The Changing Paradigms @ Claris'*

Claris started in 1999 as a trading company only core founding team of 20 people. The company continues to grow from strength to strength with every passing year. Currently, it enjoys market leadership across several products and categories in India including Propofol, Parenteral Nutrition and Infusions having over 2000 employees. The role of HR and people processes remained very critical for Claris from the day one. This leadership team comprised of professionals from technical and marketing side during early years. During the start-up phase the first emphasis area was marketing. After that it was manufacturing. The role of HR at the initial phase was to develop the people from marketing and manufacturing functions. The role HR played was crucial in terms of selection individuals meeting the role requirements. They have designed systems where JDs were designed and behaviour indicators were identified. They have been given proper and detailed induction about the products to its employees to serve and teach the customer in the niche area. The CEO along with HR and line head used to take joint decision to recruit the individuals. They also had job rotation schemes which kept people motivated and constantly enriched their job knowledge and skills. Grown with increasing demands from customers the company started expanding both horizontally and vertically.

As the product range started becoming more complex, needing super specialist knowledgebase to be explored and sought for by customers. There was a need to meet with the highest level of expectations by the customers (super specialty doctors). They faced a dilemma about what kind of people is to be taken, how to induct them, how to develop competencies like stretch, expressiveness and entrepreneurialness along with the basic competencies related to product knowledge. The company had made a conscious strategic decision about hiring fresh people and developing them through extensive induction and training programs. They never recruited from top tier B-Schools. The first month of any new employee was invested in education and induction only, which includes a rigorous 21 days induction program. The name coined for the program was "Therapy Support System". They also shared that their practices are homegrown. The role of HR practices is to match the different stakeholders' expectations, nurturing company's values and meeting business expectations. Ms. Handa and Mr. Sharma shared different practices in various HR sub-systems like BEI in selection, 'TSS' in induction, continuous training

across levels, strong follow-up after training, nurturing cultural values/ethics and separate systems of performance management, career planning, succession planning for star performers. As the business needs started changing –‘the marketing – HR’ started transforming to corporate-HR, Technical –HR and Sales-HR serving different levels as segments. The company also made clear demarcation in different activities done by personnel and HR. The role of HR as expert serving as business became more emphasized and focused. Ms. Handa shared: “HR must understand the business and particularly the expectations from customers. They must have exposure and experience in terms of how operations are carried out in the field.” Based on this belief all the HR professionals were given intensive field exposure. They were also given job roles like area sales manager or territory managers to have hands-on experience to know the reality and experiences of field professionals. All the HR heads including VP-HR had undergone field training in marketing department to understand the issues of marketing in right perspectives. Mr. Shyam Sharma also shared his learning and experiences as “HR Guy in Field”. Mr. Sharma shared that HR currently is working to ensure that recruitment and training processes must be integrated as a strategic part of the business. He shared with in their company the career path for high performance is carved differently. They value their contributions and would like to develop them as future leaders. He talked that the whole company was divided into 4 groups, namely, Leadership Group, Executive Management Group, Middle Management Group and Operation Management group which were differentiated by top management in order to optimize the talent stars.

Ms. Handa also shared that they are quite concern and sensitive for the people in key positions. She strongly felt that the way ahead will be of the managing talent by appropriately integrating different HR subsystems aligned with business objectives. She also spoke and shared some of the issues and challenges faced by Claris. Some of the concerns are listed as under:

- High level of market risk
- External factors driving business like FDA, SLAs, GMPs etc. requirements
- Retaining People in key positions, especially in marketing & patent department
- Ensuring the effectiveness for the competency based recruitment processes & their placement
- Managing people concerns during mergers, acquisition and joint alliances
- Practices contributing to continuously learning at Claris
- Design and deliver induction program which meets business demands
- Meeting the demands of customers- internal and external stakeholders
- Leading People Processes – dividing and sharing the responsibilities among HR and Line Managers
- Creating human touch in all the Claris processes
- Creating culture of constant learning and innovation

Ms. Handa further shared that in order to meet the above issues and make Claris a real International brand Claris needs -products, people, markets and integrated organization. Mr. Sharma also shared that the CEO- Mr. Arjun Handa wants HR to be the active business driver rather than passive observer. HR also started developing other line managers (Formed a cross functional top team of 13 people) to take active part in making people processes stronger and effective by owning the responsibilities. The real challenge for the future will be to bring the transformation proactively and interestedly with constant up gradation of people competencies. When we asked about how she looks that future she said: “Building capability for customers with capability of people will be way to enriching our image”.

(Extracts taken from an interview with Ms. Beena Handa, Chief Mentor, Claris Group and Mr Shyam Sharma, Vice President-HRM & Corp. Communication, Claris Life Sciences, taken by Dr. Hardik Shah, Assistant Professor, AHRD & Dr. Nimrat Singh, CEO-TANGRAM.

We are very thankful to Ms. Beena Handa and Mr. Shyam Sharma to give us opportunity to enrich our learning...)

Frameworks of managerial competence: limits, problems and suggestions

By Ruth, D. (2006). Journal of European Industrial Training Vol. 30 No. 3, pp. 206-226.

Abstract: The paper offers a coherent critique of the concept of managerial frameworks of competence through the exploration of the problems of generalizability and abstraction and the "scientific" assumptions of management. It employed the ecological metaphor of intellectual landscape and extends it to examining the development of the field of management, its early contours which traversed a diversity of conceptualisations such as management as an art, or an expression of personality, or as a vocation, the search for coordinates and a scientific image, and finally, a comparison of agri-business and market gardening. The argument is illustrated by reference to particular management development programmes. The argument made that frameworks of competence impose conceptual limitations – "monocultures of the mind" – that were destructive. Justifying coordinates in an activity that is always particular, contextual and socially constructed faces the problem of finding stable evidence in a turbulent ecology and "frameworks of competence" are beset with problems of definition. However, with an understanding of power and discourse, and the application of the landscape metaphor such frameworks can be productively illuminated. What seems to be required is a wholesale shift in values and a re-evaluation of the meaning and purpose of work. It provided a detailed coherent account of the emergence of the concept of competency, and subjects the concept to wide-ranging critical review.

Augmenting Subordinates' Competencies- Leaders Matter

By Vihali, K. K., Mohit, P.K. (2004). Journal of Management Research, Vol.4 (3), pp. 164-170.

Abstract: The present research examines linkages between leadership style of the reporting authority and its impact on the subordinate's level of behavioral competence. Research included two leadership styles, "transformational" characterized by inspiration, intellectual stimulation, individualized consideration and charisma, and transactional leadership characterized by contingent reward and management-by expectation, measured using adaptation of Bass' (1989). MLQ, a psychometric tool was developed to measure subordinates on 17 behavioral competencies. Data was collected at a mid-size public sector bank. Appropriate statistical analysis was computed and the results demonstrated relationship between the superiors' leadership on subordinates' certain behavioral competencies.

Competency-based Management Education

By Robert, A. (2007). Journal of Management and Development, Vol. 8(2), pp.66-76.

Abstract: Competency-based management education (CBME) is being hotly debated during the 1980s. On one side are those who believe that teaching managerial competencies offers hope for curing the ills of present and future managers. On the other are those who argue that teaching managerial competencies not only cannot be done well, but should not be done at all — at least not in business/management schools. In between are the vast majority of trainers and management educators who, while keeping an open mind, are still forming their opinions. The purpose of this article is to provide information that will be helpful to those who are forming their opinions about CBME. It identifies the underlying assumptions of CBME, places its emergence in a broader educational context, discusses three major views of managerial competencies and raises several practical CBME implementation issues

A study on identification of competencies of software project managers in software organizations

By Soundari V.V. (2004). Unpublished Dissertation, Academy of HRD.

Abstract: The study focused on developing competency models for project managers in three software companies in similar lines of business, and see if the outcomes are unique or similar, and if similar, their

extent of similarity. The present study was pre-empted by an interview with the experts in the field of software project-management. Also the other soft issues (Team/Customer) were explored and highlighted in addition to various project management activities. The study was conducted in three software organizations involved in similar lines of business. The universe of the study was the project managers and managers in the three software organizations. It had developed a model for the project managers based on different competencies cluster. The brief of the Competency Model for Project Managers in Organization based on three major competency clusters namely; customer management competencies cluster, performance management competencies cluster and personal competencies cluster.

Assessors and use of assessment centre dimensions: a fresh look at a troubling issue

By Lievens F. (2001). Journal of Organizational Behavior, Vol. 22, pp.203-222.

Abstract: Previous studies on the construct validity of assessment centres have generally produced puzzling results. The premise of this study is that these prior studies were relatively one-sided. Actually, most previous studies were field studies, which typically used the multitrait-multi method approach to distinguish between two sources of variance (i.e., exercises and dimensions). Therefore, this study aims to shed light on the issue of assessment centre construct validity by addressing substantive and methodological concerns inherent in previous research. In this study, 85 industrial and organizational psychology students and 39 managers rated videotaped assessment centre candidates in three exercises on six dimensions. Results from generalizability analyses showed that assessors' ratings were relatively veridical. In addition, when assessors rated candidates whose performances varied across dimensions and whose performances were relatively consistent across exercises, they were reasonably able to differentiate among the various dimensions. They also rated such candidate profiles similarly on the various dimensions across exercises. When assessors rated a candidate profile without clear performance fluctuations across dimensions, distinctions about dimensions were more blurred. Results from student and managerial assessors were similar, although managers distinguished somewhat less between the various dimensions. The research and practical implications of these findings are discussed.

HR Across the Globe

Companies Say No to Friending or Tweeting

Lawyers are calling it social networking burnout. Back-to-back studies, the most recent issued Tuesday, show a big chunk of corporate America is banning communication wonders like Twitter and Face book from the workplace. According to the latest survey of more than 1,400 U.S. companies, more than half (54 percent) said they prohibit employees from visiting sites such as Twitter, Facebook and MySpace while on the clock. The survey, by Robert Half Technology, a provider of information technology staffing services, was based on telephone interviews with U.S. companies of 100 or more employees. Another recent survey delivered even graver news for the social media world. According to an August survey by Scan Safe, a Web security provider, 76 percent of companies are now choosing to block employees' use of social networking -- up 20 percent from February -- which is now a more popular category of sites to block than those involving shopping, weapons, sports or alcohol.

Source: [http:// www.law.com/jsp/legaltechnology/pubArticleLT.jsp](http://www.law.com/jsp/legaltechnology/pubArticleLT.jsp)

Other HR News

India Inc Most Optimistic About Hiring

According to the global Manpower Employment Outlook Survey (Fourth Quarter 2009), employers in India and Brazil are more optimistic about hiring in comparison to employers in more developed economies. The survey was conducted across over 72,000 public and private employers worldwide. Employers in 17 of 35 countries and territories surveyed expect some positive hiring activity in the quarter ahead. Fourth-quarter hiring plans are strongest in India, Brazil, Colombia, Peru, China, Australia, Singapore, Costa Rica, Canada, Taiwan and Poland and weakest in Romania, Spain, Ireland, Japan and Mexico. The job prospects remain weak in the United States and across Europe.

Source: 08-09-09 www.moneycontrol.com Compiled by www.naukri.com

Mahindra Satyam Reinstates Employee Benefits

Mahindra Satyam is in the process of reinstating all employee benefits including the variable portion of staff salaries, employee stock option plans (ESOPs), besides giving promotions and salary hikes across different bands. Based on performance parameters, all associates who handle the full lifecycle of a business are being issued ESOPs. The company has also announced that it would re-introduce a staggered cash bonus for a select set of junior associates, along with some reward and recognition programmes.

Source: 12-09-09 www.rediff.com Compiled by www.naukri.com

Indian Retailers Bullish On Hiring

With rising discretionary spending and the ongoing festival season, retailers in India have resumed expansion plans. Raheja Group retailer Shoppers Stop will open 12 flagship stores in the next three years. It will also start 4-5 new Crossword book stores this year. Owing to this, Shoppers Stop will generate job opportunities for around 1,000 people in this fiscal. Aditya Birla Retail, which runs supermarket and hypermarket chains under the More brand, will launch 18 More Megastore (hypermarkets) in two years. It will hire about 200 people on front-end for each store. RPG Group that owns Spencer's Retail is also looking to expand over the next three years and will hire new staff for the stores. Other retailers like Pantaloon Retail India, Provogue and Titan Industries will also hire new staff as they expand their number of stores.

Source: 12-09-09 www.dnaindia.com Compiled by www.naukri.com

Tele-performance to Ramp Up India Headcount

In a bid to make India one of its important operation centres, global BPO major Tele-performance will increase its Indian headcount to 8,000 by 2010. Currently, the company employs more than 4,500 people in India. Tele-performance has added a third Jaipur centre to its pre-existing two centres in the country in Gurgaon and Indore.

Source: 08-09-09 www.rediff.com Compiled by www.naukri.com

Wipro To Increase Local Hiring In Australia

Wipro Ltd will hire more locals in Australia to expand its information technology outsourcing business. Currently, it has about 90 Australians on its rolls and intends to increase the number of local employees to 250 by the end of the current financial year. Overall, Wipro has about 450 people in Australia, including 300 people at the two development centres in Melbourne and Adelaide. In India, close to 350 employees are working for the company's Australian clients. The company expects the number of employees working for Australian customers to go up to about 1,000 by the end of this financial year.

Source: 11-09-09 www.business-standard.com Compiled by www.naukri.com

Domino's Pizza to Hire 1,800 New Employees

Domino's Pizza is planning to hire up to 1,800 new employees during this fiscal. The new hires will service its new restaurants. Domino's also plans to introduce its small format store concept for walk-in crowds in the Indian market.

Source: 07-09-09 www.utvi.com Compiled by www.naukri.com

*Fr. Casimir Raj has left Loyla Institute of Management and he can be contacted at ncasimirraj@gmail.com

Food for Thought I

"Bosses want to win – that's what they're paid for. And that's why they want all of you – your brain, your body, your energy, and your commitment. After all, they have a big game to win, and they can't do that effectively with absentee players – in particular, if the other team draws its players from countries like India and China, where work-life balance is not exactly a cultural priority." – Jack Welch, Winning, Pg 320

HR Humour!

Ten Management Styles

1) MANAGING BY WALKING FASTER THEN THE EMPLOYEES

These kind of managers you will always see in the corridor, ten steps away. "We'll have to talk" you can hear them say, just as they have disappeared around the corner.

2) MANAGING BY STARING OUT OF THE WINDOW

These managers you usually meet with their backside faced to you with their hands in their pockets. When you talk to them, their thoughts keep staring out of the windows.

3) MANAGING BY POST-IT'S

Some managers forget everything. They want to impress you with their 'busy'ness by continuously writing on Post-it's while you are talking.

4) MANAGING BY DELEGATION TO THE SECRETARY

These managers just delegate everything to the secretary. If He is good, He knows what she must do.

5) MANAGING BY KNOWING NOTHING

These managers don't really know anything at all. They let YOU give answers. Meanwhile they fill the time with nice anecdotes of irrelevant cases.

6) MANAGING BY CONCEPTUAL THINKING

These people try to explain the present from a theoretical view of the far future. The idea that this never will work, completely satisfies them: They will always have something to talk about.

7) MANAGING BY HIDING INFORMATION

Information hiders are aware of the market value of strictly secret kept information. You must be very thankful to get any information at all. Beware of stimulants from category 5 !

8) MANAGING BY DOING EXACTLY WHAT THE BOSS SAYS

These managers prevent their bosses from creative thinking. Else they got more work to do.

9) MANAGING BY WALKING ONE FOOT BEHIND THE BOSS

In hierarchical organizations you can watch those groups walking in the corridor. The more equal managers are directly followed by the lesser equal managers, and so on.

10) MANAGING BY SMILING AND WEARING NICE SUITS

If you drink beer with them, lunch with them, smile to them and also wear nice suits, nothing can stop your career anymore

Invitation to Fellows and Fellow Participants

We at Academy propose for closer ties with our Fellows & Fellow participants. We are planning to publish an edited book by Dr. Gita Piramal of selected papers of the Fellows and Fellows Participants. This book will content high quality papers written by you during your fellowship or recently worked upon papers, especially for the Academy. The book will not only integrate the efforts of you all, but also help the industry and HR professionals to look into relevant research areas and benchmarking practices across India. We will select the high quality papers after review and, we are considering you. Academy invites your unpublished research works to contribute towards exploring newer horizons, giving new directions, leading thoughts addressing vast gamut issues and challenges of HR field.

Admission Announcement : Fellow & Associate Program - 2010-13 Batch

The Context

Modern learning organizations have begun to rely increasingly on scientific analysis of data that they generate, for strategic decisions. Data relating to employee skills and competencies, organizational performance, core competencies and the like could be crucial in formulating and implementing effective strategies for corporate plans for growth, for expansion and diversification. Since the liberalization of management and technical education in the country, requirement of competent faculty in the field of HRD & OD, besides in other management areas, has been rising. India's human capital is poised to provide the country distinct competitive advantage and help India emerge as a Knowledge Superpower. In this evolving context, HR professionals are expected to play increasingly larger role in building and enriching human capital in their organizations.

About the Programs

The Fellow Program and Associate Program are intended to enhance research aptitude and inquiry mind in the participants in regard to HRD and OD areas, besides providing updated knowledge and understanding of theories and

practices in these areas. The Programs would also prepare the participants to improve and realign organizational and human processes.

One distinguishing feature of Fellow & Associate Programs in HRD & OD of the Academy is that they are designed primarily for working executives, management faculty and consultants.

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.

The successful Fellow Program students will be awarded the title of 'Fellow, Academy of Human Resources Development' and the successful Associate program students will be awarded the title of 'Associate, Academy of Human Resources Development'.

Objectives

The objective of the programs is to build competencies in participants for designing and conducting research studies in HRD and OD. They are designed to equip and enable the participants to:

- Design and conduct research studies in HRD and OD independently and scientifically
- Introduce and evaluate HRD and OD interventions for effective change management processes
- Offer internal/external consulting, support and counselling for initiating and managing change processes
- Initiate and provide guidance to research-related activities in the organization.
- Play higher level roles in HRD and OD

Academic standards

The programs are intended to help build research aptitude and strong background in HRD & OD areas. Participant can expect to learn and grow as a matured researcher and demonstrate evidence of high level of academic scholarship and integrity. Though part time programs, participant will be required to complete all the phases up as per the laid down standards of the Academy.

Recently enrolled Fellow Students:

- 2009-2012 Batch from ITC Ltd., Pepsico India, Jindal Steel, Intimate Fashions, Acme Technologies, Novell Software, Granules India Ltd.
- 2008-2011 Batch from Wipro, Metro Cash & Carry, ISB, Govt. of Andhra Pradesh, Nalco, Delphi, Microsoft.
- 2007-10 Batch from ONGC, Aricent, Sasken Comm., Global Steel holding, CAE Solution Technologies.

Duration

Fellow Program is a three year program and Associate Program of 18 months. Often students take longer due to complex demands of their respective work places.

Eminent Faculty with Commitment

World-class faculty, including faculty from the Indian Institute of Management, Ahmedabad, with strong commitment to creation of Ph.D. level resource for the country, will teach in the programs.

Eligibility for Admission to Fellow & Associate Programs

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

Library

The Academy has a well equipped library in HRD and OD subjects. Students are also enrolled as members with other libraries in Ahmedabad and at their own workplaces.

Guides

The Academy has more than 50 approved guides located in major cities of the country. They are highly recognized and have a record of producing a number of PhDs/Fellows. Students can choose guide from the list.

Infrastructure

The Academy has its own property, located in quiet and serene Thaltej, Ahmedabad, away from the hussle-bussle of the city. It has aesthetically and ergonomically designed interior.

For admission and further information, contact Dr. Hardik Shah – 09275703499 & 079-30482226

Membership Details

MEMBERSHIP FOR PROFESSIONALS

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/-	

Various types of Organizational Memberships are also available.

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 articles/current practices/suggestions to Hardik / Indranil at hardik@academyofhrd.org or indranil@academyofhrd.org.