Human Resource Development in Asia: Trends and Challenges
Indian Institute of Management, Bangalore, October 27-29, 2002

Conference Schedule

**Conference Inauguration:** Sunday, 27 October 2002, **Venue:** IIM B Auditorium

**Registration:** 5.00 p.m. – 7.00 p.m.

**Inauguration Session:** 5.45 p.m. – 7.30 p.m.

5.45 PM - Invocation and Lighting of Lamp
5.50 PM - Welcome by Conference CEO:
   **Dr. AAhad Osman-Gani,** Chair, Asia Chapter
6.00 PM – Inauguration Speech:
   **Prof. Prakash G. Apte,** Director, IIM Bangalore
6.10 PM - Introducing Academy of HRD:
   **Dr. Gene Roth,** President Academy of HRD, USA
6.20 PM – Introducing AHRD, India:
   **Dr. Uma Jain,** Director, AHRD, India
6.30 PM - Conference Theme:
   **Dr. Udai Pareek,** Chairman AHRD India
6.40 PM – Inaugural Keynote Address:
   **Human Resource Development: Trends from a Global Perspective**
   **Dr. Gary N. McLean,** University of Minnesota, USA

7.25 PM - Conference Arrangements:
   **Dr. Narendra M. Agrawal,** Conference Co-Chair
7.35 PM - Vote of Thanks:
   **Dr. T. V. Rao,** Conference Co-chair

**Inaugural Dinner:** 7.40 p.m. – 9.30 p.m. Registered Delegates and Invitees.
**Venue:** MDC Woods (courtesy AHRD for registered delegates)
Conference – Day 2: Monday, 28 October 2002
Registration: 8.00 AM – 1.00 PM, 2.00 PM – 5.00 PM

Plenary Session-1: 9.00 a.m. – 10.30 a.m.  Venue: IIM Bangalore Auditorium
Chair: Dr. S. Ramnarayan, Director, Centre for Organisation Development, Hyderabad
Keynote Speaker: Dr. Ronald L. Jacobs, The Ohio State University, USA
Institutionalization of Organizational Change through Cascade Training

Tea Break: 10.30 a.m. - 11.00 a.m.  Venue: Central Pergola Lawn (courtesy AHRD)

Parallel Sessions 1: 11.00 a.m. – 1.00 p.m.

Stream 1: HRD Mechanisms and Processes
Chair: Dr. Hunseok Oh, Ministry of Education and HRD, S. Korea
Venue: Room M-11

Paper 1: Tanuja Agarwala, University of Delhi, India
Innovative Human Resource Practices and HRD Climate: A Comparison of Automobile and IT Industries

Paper 2: Ganesan Kannabiran and Amu Anandaraj; Regional Engineering College Tiruchirappalli, India
Managing Information systems function in high-technology organizations—an empirical investigation

Paper 3: Munir Bin Haji Mohd Nawi and Aminah Ahmad, Ministry of Agriculture, Malaysia
Relationships between Selected Human Resource Development Practices and Organizational Commitment

Paper 4: T. Sahay, Nita Mawar, National Aids Research Institute (NARI), India
An Ethnography of an Effective Scientific R & D Organisation: Inter-University Centre for Astronomy and Astrophysics (IUCAA)

Stream 2: HRD in Societies and Social Sectors
Chair: Dr. Monica Lee, University of Lancaster, UK
Venue: Room M-12

Paper 1: Khuman L. Rathod, North Gujarat University, India
International HRD: Some Issues

Paper 2: Ramanie Samaratunge and Dianne Waddell, Monash University, Australia
Information-based Public Sector Reforms and the Management of Change in Sri Lanka

Paper 3: Lynne Bennington, La Trobe University, Australia
Performance Appraisal at the CEO and Elected Levels of Local Government

Paper 4: Yin-Mei Huang; Carol Yeh-Yun Lin and Ying-Feng Lin, National Chengchi University, Taiwan
Human Resource Development of SMEs in Taiwan
Stream 3: HRD in Indigenous Cultures

Chair: Dr. Subhash Sharma, Indian Institute of Plantation Management  
Venue: Room PGSM 1.1

Paper 1: Chiraprapha Tan Akaraborworn, NIDA Bangkok, Thailand  
*Tao of Thinking, Learning, and Teaching in Everyday Life*

Paper 2: Namhee Kim, Korean Educational Development Institute, and  
Gary N. McLean, University of Minnesota  
*Career Success Orientation of Korean Employees*

Paper 3: D Gopalakrishna, Canara Bank School of Management Studies, Bangalore, India  
*Buddhist Meditation – Relieves Stress and Develops Interpersonal Effectiveness*

Paper 4: Uma Jain, Academy of Human Resources Development (India), Ahmedabad  
*Value Erosion in Organizations and Society: Diagnosis and Change through Value Clarification Interventions*

Stream 4: Performance Management

Chair: Ms. Carol Pavlish, University of Minnesota, U.S. A.  
Venue: Room PGSM 2.1

Paper 1: Pallab Bandyopadhyay, Sasksen Communication Technologies Ltd, Bangalore  
*From Performance Appraisal to Performance Management – A Holistic Approach*

Paper 2: D.R. Rama Rao, HAL Management Academy, Bangalore  
*Strategy-Aligned Performance Management System*

Paper 3: N Selvaraj, University of Nottingham Business School, Kuala Lumpur, Malaysia  
*Individual and Team Performance Appraisal: A Critique of its Effectiveness in an award- winning Quality Organisation in New Zealand*

Paper 4: Ashok Som, ESSEC, France  
*Professionalised HRD and Sustainable Performance in the Context of Economic Liberalization in India*

Paper 5: V Anand Ram, Indian Institute of Management, Bangalore  
*Search for the Best: Achieving Competitive Advantage by Attracting and Retaining Talent*

**Lunch Break: 1.00 p.m. - 2.00 p.m. Venue: MDC Woods (courtesy AHRD for registered delegates)**

**Plenary Session – 2: 2.00 p.m. - 3.30 p.m. Venue: IIM B Auditorium**

Chair: Dr. Udaip Pareek, IIHMR, India  
Keynote Speaker: Dr. Young Lin Moon, Seoul National University, S. Korea  
*National Human Resource Development from Korean Perspective*

**Tea Break: 3.30 p.m. - 4.00 p.m. Venue: Central Pergola Lawn (Courtesy AHRD)**
Parallel Sessions - 2: 4.00 p.m. – 6.00 p.m.

Stream 5: HRD Mechanisms and Processes (Part 2)

Chair: Dr. N.M. Agrawal, Indian Institute of Management Bangalore

Venue: Room M-11

Paper 1: Srilatha Reena Shukla, ESSEC, France

Paper 2: Vasanthi Srinivasan and Prashant Kelker, Indian Institute of Management, Bangalore
Challenges in Inpatriation: A Subsidiary Perspective

Paper 3: SM Khan, University of Lucknow, India
Effect of Liking Syndrome on Compensation Need Satisfaction

Paper 4: Ujvala Rajadhyaksha, Indian Institute of Technology Bombay
Making Organizations More Women Friendly

Paper 5: S.D. Janakiram, HAL Management Academy, Bangalore
HRD BEAMS: A Pragmatic Conceptual Framework

Stream 6: HRD in Societies and Social Sectors (Part 2)

Session Chair: Dr. Eunsang Cho, KRIVET, Seoul, S.Korea

Venue: M-12

Paper 1: Chen, I-Heng and Lin, Ying-Tzu, National Sun Yat-Sen University, Taiwan
Successful Partnership between Academia and Industry: An Empirical Study in Taiwan

Paper 2: Chen, I-Heng; Liu, Chin-Hsun and Lin, Ying-Tzu, National Sun Yat-Sen University
From the Immigration Respective: The Relationship between Personality Attributes, Work Values and Career Orientations of the Taiwanese Expatriates in Mainland China

Paper 3: Tzy-Ling Chen, Wen-Chuen Wang, Tzu-Jung Chen Graduate Institute of Agricultural Extension, Taichung, Taiwan
An Inquiry of Learning Profile of National Training Institute for Farmers’ Organizations in Taiwan: A Case Study on Examining Learning in Organizations

Paper 4: Hunseok Oh, Korean Ministry of Education and Human Resources Development
Human Resources Development Strategies in Korea

Paper 5: Eunsang Cho, Korean Research Institute for Vocational Education and Training and Gary N. McLean, University of Minnesota
National Human Resource Development: Korean Case

Stream 7: HRD in Indigenous Cultures (Part 2)

Chair: Dr. Uma Jain, Academy of HRD, India

Venue: Room PGSM 1.1

Paper 1: Travis Perera, University of Sri Jayewardenepura, Sri Lanka
A Structural Functional Analysis of Organizational and Managerial Commitment: A Study of Selected High Performing Companies in Sri Lanka

Paper 2: Klaus J Templer, Nanyang Technological University Singapore
Western Expatriates in India: A Challenge for the Local HR Department
Stream 8: Performance Management (Part 2)

Chair: Dr. Gene Roth, Northern Illinois University, USA
Venue: Room PGSM 2.1

Paper 1: Abhijit Bhabhe, Ujjwala Pendse and Bharat Grover, Vernalis India, Mumbai
Mapping Competence for the Future

Paper 2: Gopal P Mahapatra and Nandini Chawla, TV Rao Learning Systems, Bangalore
Survey, Research and Experiences from 360 Degree Feedback

Predictive Ability of 360-degree Feedback as a Competency Assessment Tool

An Exploratory Study of Changes in the Roles and Competencies of Top-Level Managers Due to 360-degree Feedback
CONFERENCE – DAY 3: Tuesday, 29 October 2002

Plenary Session-3: 9.00 a.m. – 10.30 a.m.  Venue: IIM B Auditorium
Chair: Dr. AAhad Osman-Gani, Nanyang Technological University, Singapore
Keynote Speaker: Dr. Madukar Shukla, XLRI, Jamshedpur, India
Role of Human Resource Development in Knowledge Management

Tea Break: 10.30 a.m. – 11.00 a.m.  Venue: Central Pergola Lawn (courtesy AHRD)

Parallel Sessions- 3: 11.00 a.m. – 1.00 p.m.

Stream 9: HRD in Societies and Social Sectors (Part 3)
Chair: Mr. R Vidyasagar, I-flex Solutions, Bangalore
Venue: M-11

Paper 1: Lalitha Iyer, Thinksoft Consultants Pvt. Ltd, Hyderabad
HRM Practices in the Social Development Sector

Paper 2: Nadir Budhwani, Belinda Wee and Gary N. McLean, University of Minnesota
Should Child Labour Be Eliminated? An HRD Perspective

Paper 3: Gary N. McLean, (University of Minnesota), Myrza Karimov and
Ablyabek Asankanov (Arabaev Kyrgyz State Pedagogical University)
The Role of Human Resource Development in Improving K-12 Educational Leadership in Kyrgyzstan

Paper 4: Nayana Tara S. Indian Institute of Management, Bangalore
The Need for Human Resources Development in Management of Elementary Education Systems

Paper 5: Amitabh Mukherjee IIT Kanpur
Robotics Tools for Moving Out of Rote Learning

Stream 10: Learning Organisation and Knowledge Management
Chair: Ms. Waltraut Ritter, Hong Kong
Venue: M-12

Paper 1: Shyhnan Liou, National Chung Cheng University; and Yeou-Geng Hsu, National Chiao-Tung University, Taiwan
The role of managerial cognition and identity in organizational strategic change

Paper 2: S. Ramnarayan and M.G. Gopakumar, Centre for Organization Development, Hyderabad
Bridging the Knowing-Doing Gap: A Key Learning Challenge

Paper 3: Madhukar Shukla, XLRI Jamshedpur, India
Revisiting Knowledge: Where’s the “Knower” in Knowledge Management?

Paper 4: Minu Ipe, University of Minnesota, U.S.A.
Knowledge cultures in organisations: New Opportunities for HRD

Paper 5: KS Gupta, HAL Management Academy, Bangalore
Organizational Climate for Knowledge Sharing – A Comparative Analysis
Stream 11: Training and Organisation Development
Chair: Dr. Rupandi Padaki, The P & P Group, Bangalore
Venue: Room PGSM 1.1

Paper 1: Carol Pavlish, University of Minnesota, USA
*Internationalisation of Organization Development: Applying action research to transnational health organizations*

Paper 2: Vijay Padaki and Rupande Padaki, P& P Group, Bangalore
*Demystifying Competency Modeling – A Software Engineering case Study*

Paper 3: Kuldeep Singh, Indian Institute of Management, Indore
*HR competencies and roles in India: research directions and suggestions for new millennium*

Paper 4: Vaishali DKK and Mohit P Kumar, National Institute of Bank Management, Pune
*Competency mapping based training needs assessment*

Paper 5: Melien Wu, Vhung-Yuan Christian University, Taiwan
*Gender effects on mentoring functions for business employees in Taiwan*

Stream 12: Leadership and Change
Chair: Dr. Kondur Harigopal, Institute of Public Enterprise, Hyderabad, India
Venue: Room PGSM 2.1

Paper 1: Maria Christine Nirmala and KB Akhilesh, Indian Institute of Science, Bangalore
*Best Practices in Downsizing: An HR Perspective*

Paper 2: Ernesto Noronha and Premila D'Cruz, Indian Institute of Management, Kozikode, India.
*Between the devil and the deep blue sea: Managers' implementing redundancy programmes in India*

Paper 3: Vijayalakshmi Muralidharan, Graduate School of Management, La Trobe University, Australia
*Subcultures in acquisitions: Insights for human resource development*

Paper 4: K. Sridhar and Shantaram Ramnathan, SSI Technologies, Chennai
*Mergers and Acquisitions – A strategic approach to HR*

Paper 5: MK Srivastava and CV Madhavi, Center for Organization Development, Hyderabad
*Role and Skills of Internal Change agents*

Stream 13: Emerging HRD Issues and Concerns
Chair: Dr. Uday Pareek, IIHMR, India
Venue: PGSM 2.2

Paper 1: Monica Lee, Lancaster University, UK
*The Evolution of HR?*

Paper 2: Mary Mathew and Urmii Chattopadhyay, Indian Institute of Science, Bangalore
*Another New Agenda for the HR Professional: Patent Productivity*

Paper 3: Elisabeth M. Wilson, University of Manchester
*Time Orientation as a Diagnostic Tool: The Case of India Post*
Parallel Sessions- 4: 2.00 p.m. - 4.00 p.m

**Stream 14: HRD in Societies and Social Sectors (Part 4)**

**Chair:** Dr. Tan Chirapratha, NIDA, Thailand  
**Venue:** Room M-11

**Paper 1:** Zeenat F. M. Khan, Jamnalal Bajaj Institute of Management studies, India  
*Non Supervisory Categories in Universities - A Review*

**Paper 2:** Narendra M Agrawal and M R Rao, Indian Institute of Management, Bangalore  
*Developing human capital for sustaining the growth of Indian Software industry*

**Paper 3:** Carol Pavlish, University of Minnesota and College of St. Catherine  
*Knowledge and Care at the Center of Human Development*

**Paper 4:** Isabel Sanchez Quiros, Universidad Complutense de Madrid, Spain  
*Human resource Practices to get Organizational and Managerial Commitment*

**Paper 5:** Renu Gupta, Santosh Dhar and Upinder Dhar; Prestige Institute of Management and Research, Indore  
*Mental Health Status of Indian Executives (An Empirical Study)*

**Stream 15: Learning Organisation and Knowledge Management (Part 2)**

**Chair:** Dr. K S Gupta, HAL Management Academy  
**Venue:** Room M-12

**Paper 1:** Vishal Shah, Indian Institute of Management, Bangalore  
*Designing a knowledge management system in a consultancy firm*

**Paper 2:** Venkatesh D N, Institute for Development and Research in Banking Technology, Hyderabad, India  
*Role of Information Technology in organizational learning in banking organizations*

**Paper 3:** Meriam Ismail Jegak Uli & Khairuddin Idris, University Putra, Malaysia, Kuala Lumpur  
*Organizational Creative climate, learning organization culture and their contributions towards innovation within a corporate organization: A case investigation*

**Paper 4:** Satish C Pandey, MICA, Ahmedabad.  
*Organizational Learning Diagnostics (OLD) : Some New Developments*

**Paper 5:** Pe-Song Chiu, Bella Ya-Hui Lien and Chen-Yin Chen, National Chung Cheng University, Taiwan  
*Preventing knowledge loss across national boundaries - A case study of an international Joint venture in Taiwan*
Stream 16: Training and Organisation Development (Part 2)
Chair: Dr. Aahad Osman-Gani, Nanyang Business School, NTU, Singapore
Venue: Room PGSM 1.1

Paper 1: Nayana Shah, Manthan, Ahmedabad
Unfolding Individual & Organizational Potential: Intervention through Projective Technique

Paper 2: SM Khan, Ministry of Railways, India
Logistic Model of Classification to Commitment Groups Owing to Perceive Work Environment Facets

Paper 3: Ashok Malhotra, S Ram Kumar and KS Narendran, Cogan Consulting, India
EmPACT for Organization Development

Paper 4: AAhad M. Osman-Gani, Nanyang Business School, NTU, Singapore

Paper 5: Christy Roth, Gene L. Roth, Northern Illinois University, USA
Issues Related to Planning and Delivering Online Instruction

Stream 17: Leadership and Change (Part 2)
Chair: Dr. K. B. Akhilesh, Indian Institute of Science, Bangalore
Venue: PGSM 2.1

Paper 1: TP Devrajan, K Ramchandran (Indian School of Business, Hyderabad) and S Ramnarayan (COD, Hyderabad),
Entrepreneurial Leadership and Firm Success

Paper 2: TV Rao and Raju Rao, TVRLS Ahmedabad, INDIA
A study of Leadership Roles, Styles, Delegation and qualities of Indian CEO’s

Paper 3: Nimrat Singh, Manthan, Ahmedabad
Identifying the personality traits of effective Indian managers

Paper 4: K Kasi Viswanath, WIPRO Infotech, Bangalore
Mentoring to achieve leadership development

Paper 5: Prakash V Bhide, (Bombay Dying, Mumbai) O. B. Sayeed (National Institute of Training in Industrial Engineering, Mumbai)
Impact of Leadership Style on HRD Climate and Role Efficacy: An Empirical Analysis

Stream 18: Emerging HRD Issues and Concerns (Part 2)
Chair: Dr. Gary McLean, University of Minnesota, USA
Venue: PGSM 2.2

Paper 1: Ranabir Chakraborty and Ernesto Noronha, Indian Institute of Management, kozikode
The "Downsized" Organization
Stream 16: Training and Organisation Development (Part 2)

Chair: Dr. Aahad Osman-Gani, Nanyang Business School, NTU, Singapore
Venue: Room PGSM 1.1

Paper 1: Nayana Shah, Manthan, Ahmedabad
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Chair: Dr. Gary McLean, University of Minnesota, USA
Venue: PGSM 2.2

Paper 1: Ranabir Chakraborty and Ernesto Noronha, Indian Institute of Management, kozikode
The “Downsized” Organization
Paper 2: Bob Russell, Griffith University, Australia
In-House, Out-Sourced, Green Field, Brown Field, Low Road ... High Road? Employment Alternatives in Call Centers

Paper 3: Jomon MG, Apollo Tyres, Perambara, Cochin, India
HRD Interventions and Behavioural Changes: Case of Absenteeism

Paper 4: Asha Hinger, University of Rajasthan, Julie I.A. Rowney
University of Calgary, Alberta
Role Stress: A Comparative Analysis of Female Managers of Canada and India

Paper 5: Christopher J. Rees, University of Manchester, UK
Selection and Assessment: Moving Forward in a World of Change

Tea Break: 4.00 p.m. – 4.30 p.m. Venue: Central Pergola Lawns (courtesy AHRD)
Group Photograph: 4.30 – 4.45 p.m. at Central Pergola Lawns

Final Plenary Session: 5.00 p.m. – 6.30 p.m. Venue: IIM B Auditorium
Chair: Dr. Santrupt Misra, President, National HRD Network, India
Keynote Speaker: Mr. Azim Premji, Chairman, WIPRO India.
Value Based Leadership in these Changing Times

Awards Presentation Venue: IIM B Auditorium
6.45 – 7.15 p.m.

Cultural Programme Venue: IIM B Auditorium
7.20 – 8.00 p.m.

Farewell Dinner Venue: MDC Woods
8.00 – 10.00 p.m.
Acknowledgement

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- BPL
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- Sasken Communications Technologies Ltd.
- WIPRO

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