

ACADEMY OF HUMAN RESOURCES DEVELOPMENT

THE HUMAN ODYSSEY

NEWSLETTER

*Dear Readers ,
Greetings from Academy of HRD,
Ahmedabad!*

We are delighted to bring forth the latest volume of “The Human Odyssey”. As the Organizations across the globe have adjusted well to the new normal and learnt the ways of modern management the learning has been constant for leaders and managers for creating well being practices and empowering teams.

AHRD also continues to be a course of learning for its community. We have a consistent flow of coursework classes which inspires our scholars for world class research. We also continue to provide management development programs for students and executives.

Happy to share that the fellows are contributing and writing their insights as they progress their journey as researchers. Hope overall it will be a delight to go through our initiatives.

Look forward to your suggestions and feedback .

*Best wishes
Dr. Shreshtha Dabral
Director,
AHRD*

CONTENT

- ⇒ **AHRD Events**
- ⇒ **Virtual Classes**
- ⇒ **Insight Sharing**

- ◆ **Mr. Manish Dak**

AHRD EVENTS

Workshop on “Competency mapping & assessment Centre”



AHRD in collaboration with the Institute of Management, Nirma University successfully conducted a dynamic three-day workshop on "**Competency Mapping and Assessment Centre**" from November 25th to 27th for students enrolled in the Master's program in HRM.

We were delighted to engage with the bright and enthusiastic students of Nirma University, whose active participation and curiosity enriched the workshop experience.

The program was expertly facilitated by **Dr. Shreshtha Dabral**, Director AHRD and **Mr. Amit Karandikar**, renowned for their expertise in this field, creating an interactive and insightful learning environment.

Celebrating a Milestone of Excellence: Congratulations to Dr. Venkata Subramanian!



We are delighted to celebrate a momentous achievement in the academic journey of **Dr. Venkata Subramanian**—the successful completion of his **Fellow Program** with us!

This remarkable milestone is a testament to his unwavering dedication, perseverance, and passion for advancing knowledge in his field. His commitment to scholarly excellence and intellectual growth has been truly inspiring.

As Dr. Subramanian embarks on the next phase of his professional journey, we extend our heartfelt congratulations and best wishes for continued success. We are confident that his contributions will create a meaningful and lasting impact in the world of research and practice.

YUGMA



The **Xavier Institute of Management and Research (XIMR)**, in collaboration with the **Academy of Human Resources Development (AHRD)**, hosted **YUGMA 2025** on **14th February 2025** at St. Xavier's College, Mumbai.

YUGMA, derived from Sanskrit meaning convergence, focused on "Shaping the Future of Work with AI, Innovation, and Human Capital." The event featured insightful panel discussions, including "The Rise of the East: Implications for an Organization's Competitiveness and Workforce."

Among the distinguished panelists was Mr. Anjan Bhowmick, Founder and Managing Partner at The Whitespaces and AHRD alumnus, who shared perspectives on how emerging economies are reshaping business and workforce strategies. YUGMA 2025 provided a dynamic platform for industry leaders and academicians to explore the evolving workplace landscape.

Contact Classes at AHRD



We are delighted to share glimpses of the recent contact class held from 7th to 11th January 2025 at the Academy of Human Resources Development (AHRD). It was truly a pleasure to welcome our scholars from the 2023 batch and our esteemed faculty members. The week was a vibrant blend of academic excellence, meaningful interactions, and community engagement, showcasing the essence of the AHRD experience.



We were fortunate to have an exceptional lineup of distinguished professors who enriched the sessions with their expertise:

We were privileged to have **Prof. Rajesh Chandwani**, IIMA & Chairman, Academy of HRD, who inaugurated the contact classes and conducted an insightful talk on case teaching and case writing, alongside **Prof. Mayank Kumar**, IIMB setting the tone for a transformative learning experience.



We were also honored to host **Prof. Mayank Kumar** from IIM Bangalore and **Prof. Vimal Kumar M** from IIM Calcutta, who conducted an engaging and interactive hands-on session on HR Analytics. Their expert facilitation provided our scholars with valuable practical insights, equipping them with data-driven approaches to enhance HR decision-making. The session was highly enriching, fostering a deeper understanding of analytics applications in human resource management.

We were honored to host **Prof. Kathan Dushyant Shukla** from IIM Ahmedabad, who delivered an insightful and thought-provoking session on research ethics. His discussion emphasized the critical role of integrity, honesty, and ethical responsibility in scholarly work.

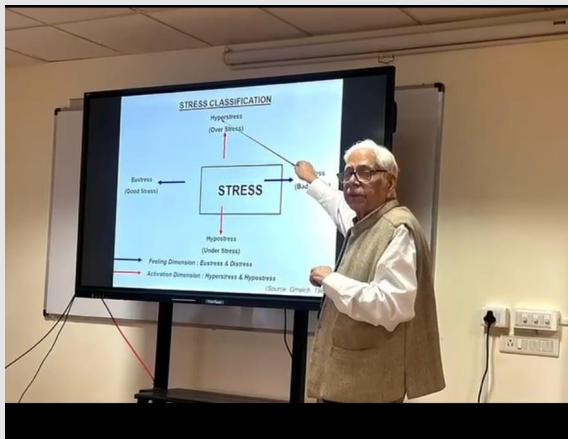


Dr. Shreshtha Dabral, Director, AHRD, led an engaging and insightful hand-holding session, providing invaluable guidance and support to our scholars as they navigate their academic journey. The session was highly interactive, fostering a collaborative learning environment where scholars received personalized mentorship, practical insights, and strategic direction to enhance their research and academic pursuits.



We were also grateful to have **Dr. Ravisankar Jayaraman**, Group Head, PPEG, Space Applications Centre (ISRO), share invaluable insights in a session titled "**How to Navigate Journal Publications?**"





We were privileged to have **Dr. D.M. Pestonjee**, Chairman of the Academic Council, Co-Founder of the Academy of HRD, and Former Faculty at IIMA, facilitate a compelling session on “Stressors or Loads” addressing critical challenges in managing stress effectively.



As part of our commitment to holistic development and community engagement, we arranged a heartwarming visit to a local blind school. This experience was truly humbling and inspiring, as we navigated through the darkness and gained a deeper appreciation for the resilience and strength of those with visual impairments.



AHRD Fellowship Dinner

To foster fellowship within the AHRD community, we also organized an informal dinner where faculty and scholars came together, sharing ideas, stories, and aspirations in a warm and welcoming atmosphere.

We extend our heartfelt gratitude to our dedicated faculty, passionate scholars, and everyone who contributed to making this event a resounding success.

Honoring a Visionary: Centenary Tribute to Dr. Uday Pareek



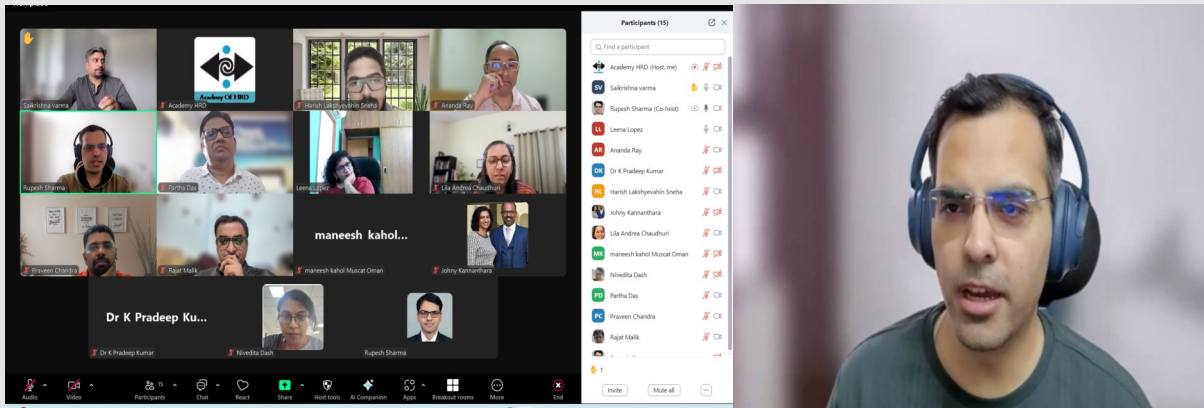
On 21st January 2025, the Academy of HRD, in collaboration with the **NHRDN Ahmedabad Chapter**, hosted a heartfelt centenary tribute to the legendary Dr. Uday Pareek, the father of Organizational Behavior in India. The event featured a Welcome Address and Felicitation by Dr. Shreshtha Dabral, followed by an insightful panel discussion with our esteemed panelists, including **Dr. D.M. Pestonjee**, **Dr. TV Rao**, **Mr. Krishnamohan Rao**, and our moderator for the panel discussion, **Prof. Harismita Trivedi**.

We were honored to have the esteemed family members of Dr. Uday Pareek—Mr. Anagat Pareek, CISM, PG Cybersecurity - MIT, and Dr. Surabhi Purohit—share their personal reflections on his incredible journey and lasting legacy in the field of HRD.

The event concluded with the conferment of a Fellowship title to Dr Venkata Subramanian, vote of thanks by Mr. Mayur Patel, and a warm gathering over high tea. The event was a fitting celebration of Dr. Pareek's timeless contributions and visionary leadership in shaping the future of HR.

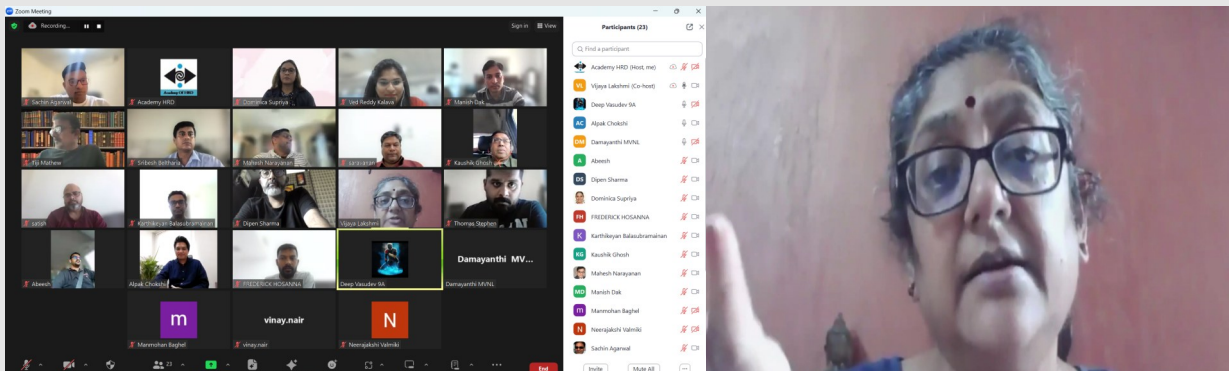
The evening was a fitting celebration of a luminary whose contributions continue to shape the evolution of HRD in India and beyond.

Quantitative Research Methods & Techniques



The course on “**Quantitative Research Methods & Techniques**” for batch 2023 was facilitated by **Prof. Rupesh Sharma**, Jindal School of Banking & Finance, O.P. Jindal Global University specializing in quantitative analysis, financial management, and banking. Prof. Rupesh’s His in-depth knowledge and interactive teaching approach provided participants with a strong foundation in quantitative research methodologies, equipping them with the analytical skills essential for data-driven decision-making.

Micro OB



The **Micro Organizational Behavior (Micro OB)** coursework for the 2024 batch was expertly facilitated by **Prof. Vijayalakshmi C.** Her insightful guidance and deep expertise provided students with a comprehensive understanding of key psychological and behavioral dynamics within organizational settings. Through engaging discussions and practical applications, the session offered valuable perspectives on individual and group behavior in the workplace, equipping students with essential skills for effective leadership and decision-making.

Virtual Classes

Guest Lectures



We are happy to share that esteemed **Dr. TV Rao**, facilitated an insightful session on HRD Audit and Effective People for our 2023 and 2024 batches.

Dr. T.V. Rao's session not only deepened the understanding of HRD concepts as envisioned in HRD Missionary but also emphasized the significance of HRD Audit in shaping organizational excellence.

Dr. M.R. Dixit, former faculty IIM Ahmedabad facilitated an insightful online session on Case Writing for the 2024 cohort of 19 scholars at AHRD.

The session provided scholars with a structured approach to case writing, covering essential aspects such as case structure, the importance of writing cases, clarity on purpose, and drafting techniques.



Dr. Arvind N. Agrawal led an engaging session on Qualitative Methods, exploring leadership development through real-world narratives. Drawing from Leaders in the Making (co-authored with Dr. TV Rao), he offered valuable insights to AHRD's 2023 scholars on how leaders emerge through transformative experiences.

Insight Sharing

Deliverology!!



Mr. Manish Dak

AHRD Fellow

Transformation Leader,

Coach, Trainer,

Head of Performance

IFFCO Group, UAE

Did you know: Out of seven heart patients only one is able to change habits when recommended by medical practitioners though experience of the medical practitioners explicitly depicts the adverse impact on the patient. Why are the patients not keen on changing their habits?

There was a time when a lot of value was given to Experience, **Experience Matters!** However, over time the buzz word is now Exposure. But then for individuals to have **Exposure**, it cannot be gained without Experience. Experience gives opportunities to learn from successes or mistakes based on our choices. It helps to sharpen intuitive decision-making ability. On the other hand, Exposure helps to gain different perspectives. It widens the horizon, shows limitless opportunities, and opens the door to thinking beyond. **DELIVEROLO-**

GY is not a debate about Experience / Exposure / Combination or None. The need for Experience or Exposure is solely based on what an individual or organization wants to achieve. Yet, the key question arises, can deliverology have an alternative?

Technology & Methodology helps with **DELIVEROLOGY**, Delivering Value for **Customers, Employees & Shareholders**. A business is successful only if it can deliver value for all three components. Nature or the Environment could be a fourth element. However, we still need to have more research on how to measure impact on the environment and create collective agreement, either we add value to the environment or at least do not destroy Mother Nature.

There are sufficient knowledge and strategies available about execution. In addition, an integral part of this journey is “**Continuous Improvement**.” The beauty of Continuous Improvement is that it has no end as the name suggests, Continuous. A larger number of organizations have strategies for execution and continuous improvement. In my opinion, however, culture has far more impact than strategies. There is a famous saying, “**Culture can eat strategy for breakfast**.” Culture, Vision, Mission, Strategy, Execution plan are to deliver value, and this is measured as **Performance!**

Insight Sharing

Performance is remarkably interesting word, it starts with ‘P’ and conclude with ‘E.’ It is a journey for **People** to create **Excellence**. **People** is not about an individual human or robot; it is about competence and capabilities of individuals to create **Excellence**.

In the current industrial revolution “*Industry 4.0*,” there is significant focus on Internet of Things (IoT), Artificial Intelligence (AI), Gen AI, Machine Learning, Augmented Reality (AR), 3D Printing etcetera. “*Industry 4.0*” is progression of earlier industrial revolutions beginning from “*Industry 1.0*” way back in 1784. Machine & Technology helped us to perform difficult & unsafe tasks, faster decision making and solving problems for human beings. When technology is serving us, we can create Wonders else we can see Blunder of technology to the world. Is “*Industry 4.0*” undermining the power of People & Execution, obviously NO.

Improving Performance has two dimensions, Bringing Growth to Organization and Creating Happiness & Satisfaction for individual. In my experience, Growth is an outcome of **P (People Competency & Capability) & E (Excellence in Execution)** so is Happiness & Satisfaction.

A model or framework is proposed to summarize all dimensions and process flow as shown in the picture below. As we can see, it is a cyclic process. There are multiple theories around each of the activities. For example, external environment analysis can be done using PESTLE analysis and so on. Vision and Mission statements are guiding principles for creating strategies of an organization. The strategy is converted into a yearly business plan with well-defined SMART targets to achieve numerical growth and process improvement.

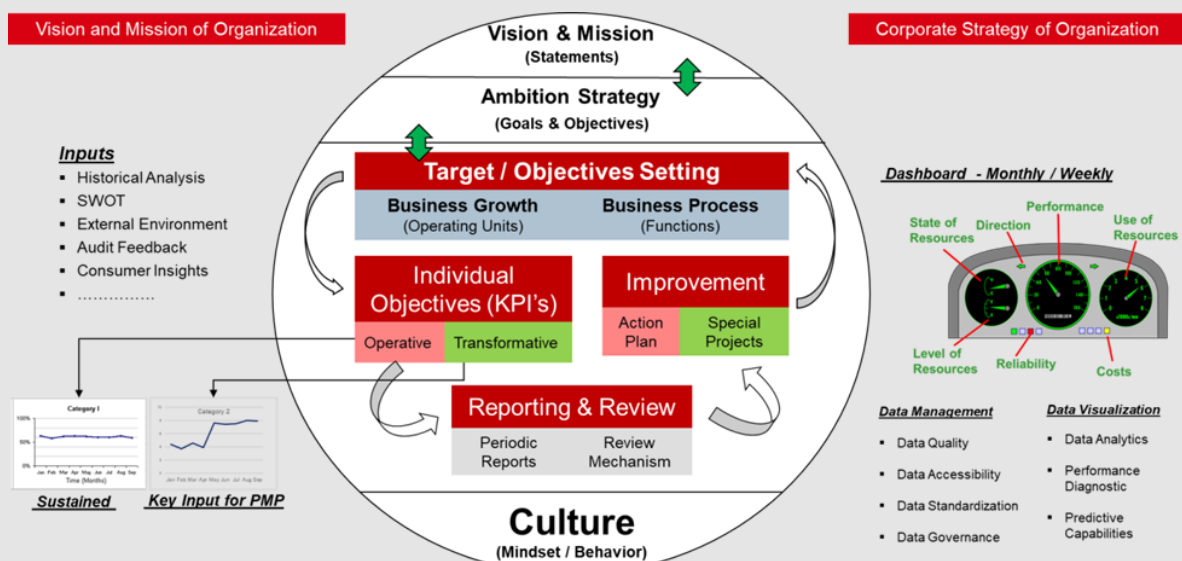


Diagram 1

Insight Sharing

It is particularly important to implement this framework in a pragmatic way. Explaining underlined elements can be helpful in accelerating Execution. This can help in avoiding fragmented implementation of different processes in staggered manner because output of previous process may be input for subsequent process.

One of the key aspects in the target setting process is to differentiate Business Target from Individual Objectives as part of Performance Management Process. Below diagram helps to differentiate between these two processes.

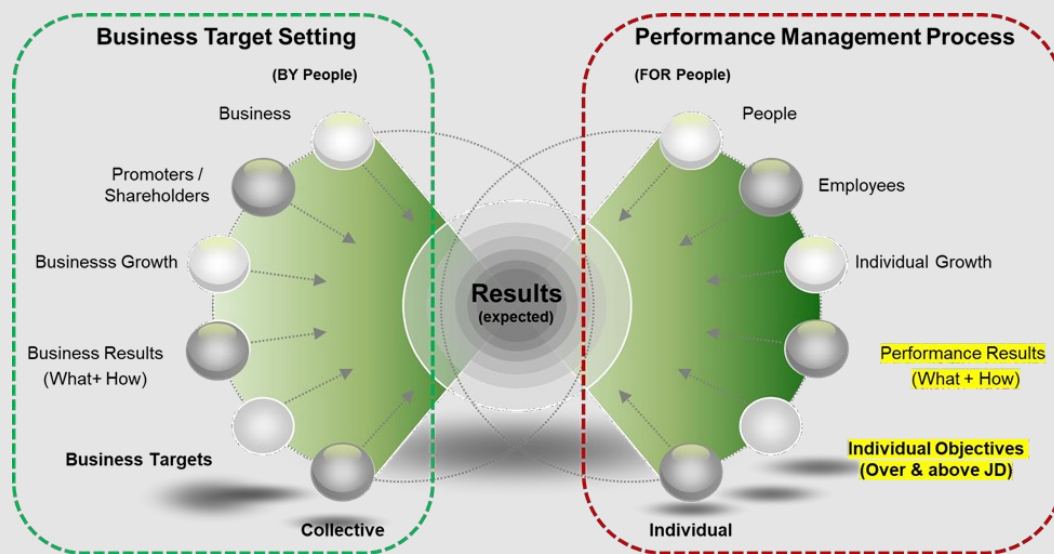


Diagram 2

It is particularly important to de-mystify the above framework and process for execution. Clarity helps teams to deliver. Data helps people to prioritize and act right. Culture helps to provide a conducive environment to perform.

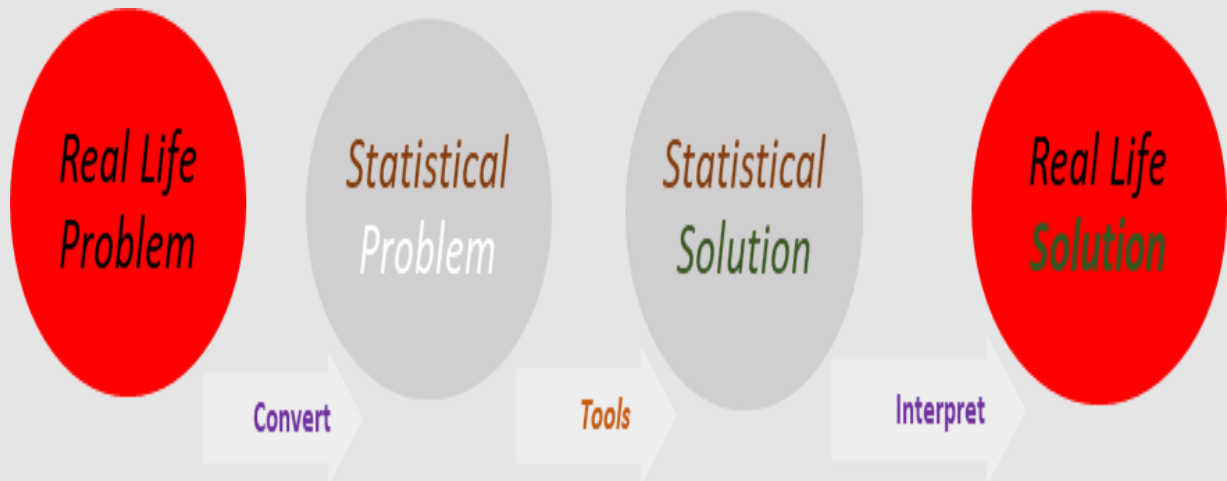
DELIVEROLOGY is not only Execution, but it is **EXECUTION++**.

If a recipe is being created for Deliverology, the following are the ingredients:

1. **Sense of Urgency:** If medical practitioners can specify to the patient that he/she may still have major problems by 1st Nov'2025 if they don't change their lifestyle (exercising, quite-smoking, practicing yoga/ meditation etc.), will there be still only 1 out of 7, who changed their habits? Many of us have plans, however in absence of urgency, things get delayed. It is true at workplaces as well. **Urgency** acts as initiator for **DELIVEROLOGY**.
2. **Data is Fact:** Father of Quality, W. Edwards Deming said, "In GOD we trust, all others must bring DATA." DATA has power to drive our behavior.

Insight Sharing

We all need to understand data will not be helpful without application. It is remarkably simple:



Data & Facts are vehicle of the journey towards DELIVEROLOGY!

3. Can Do Attitude: An old age nature enthusiastic couple in India, created a private sanctuary (probably first of its type) in area of ~300 Acres (~1.2 million Sq Meter). How can they do it? Organizations are literally able to achieve ZERO Safety Incidents, ZERO Inventories, ZERO Delivery Failures, ZERO Negative Consumer Feedback, ZERO Landfill from Waste, NET ZERO Environment Impact and so on. How can they do it? It is, “**CAN DO ATTITUDE**”!

If Vehicle for DELIVEROLOGY is ‘Data & Facts,’ I would say Driver is ‘Can Do Attitude’ and Fuel is ‘Sense of Urgency.’ A vehicle cannot move in right direction without Fuel & Driver, similarly DELIVEROLOGY need all its ingredients to deliver. I have worked in an a phenomenally successful organization which believes, “Do First Think Later.” Is not that Out of Box Idea for **Deliverology**!!



**Academy of Human
Resources Development**



**ADMISSIONS OPEN FOR FELLOW
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Academy of Human Resources Development

<https://academyofhrd.org>

Founded in 1990 with the support of distinguished professors like Late Dr. Udai Pareek, Dr. T. V. Rao, Dr. D.M. Pestonjee, Dr. Keith D'souza, alongside other HRD professionals and people-management oriented corporations.

- ✓ Eminent faculty from top Institutions IIMs, IITs, XIM.
- ✓ Hybrid Classes conducted on weekends to accommodate working professionals.
- ✓ Over 45+ scholars awarded with Fellow titles.

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Programme

2025

Commencing from
September 2025



Eligibility

Criteria

Masters degree or equivalent
PG diploma



Register Before

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