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CREATIVITY – Dr. Pradip Khandwalla

Thanks to the efforts of the founding fathers of HRM in India, HRM has got professionalized in many of our leading companies. I want to bring to the notice of the readers the potential of creative HRM. I have noticed that most creative HRM initiatives are either spearheaded or launched by CEOs. As an example, V. Krishnamurthy took over as the CMD of SAIL, a giant ailing public sector company in the mid-1980s. Krishnamurthy had no background in steel. On joining he began to meet large numbers of employees, managers and other stakeholders - estimated at over 25000 - to get an idea of the root causes of what was ailing the company. Based on this, he developed a program of turnaround called 'Priorities for Action' that was mailed to all 250000 employees for discussion and local action. He trained his 500 general managers in 2-day workshops at Ranchi in Priorities for Action, and they were asked to organize similar workshops at their plants when they went back. A huge training effort was launched - 24000 executives and 56000 staff members were trained during 1986-1988. Briefing groups were set up in each plant to brief employees about policy changes. Krishnamurthy emphasized participative management at all levels, and at the same time took a tough stand against indiscipline. SAIL broke even in 1985, and in 1988 doubled its sales over the level of 1985 and made a profit of Rs.300 crores.



- ✚ *All the Fellow students of AHRD, who are yet to complete their Thesis, are encouraged to finalize and submit their Thesis in the year 2014-15. AHRD would like to extend all its support to its students for their Thesis submission.*
- ✚ *AHRD invites suggestions from readers/ institutions for research projects that can be taken up by AHRD.*
- ✚ *We also invite suggestions from readers/institutions who would like to conduct MDPs under the banner of AHRD to send a proposal with tentative schedule, content, target audience and dates also if you are interested to attend any MDP then send in your suggestions for thrust areas of demand to give us leads for future MDPs.*

LIST OF AWARDEES OF THE FELLOW PROGRAM OF AHRD

1. **M.G. Jomon (1998)** – *A Study of the Effectiveness of HRD Audit as an OD intervention* : Dr. T.V.Rao and Late Dr. Udai Pareek.
2. **Salman M. Kureishy (1999)** – *Mentoring Processes in Indian Organizations: An Exploratory Study* : Dr. Satish K. Kalra
3. **Kuldeep Singh (1999)** – *A Study of Relationship between Human Resources (HR) Practices and Performance of Business Organizations* : Dr. E.G. Parmeswaran
4. **Gianlianlal Buhiril (2000)** – *Individual Factors Associated with Career Success and Growth in an Indian Insurance Organization* : Dr. E.G. Parmeswaran
5. **Srinivasa Rao Kandula (2000)** – *A Study of Relationship between Strategic Responses of Organization and Worker Development System Variables* : Dr. Jerome Joseph
6. **Ann Anderson (2001)** – *A Study of the Changed Business Environment on Roles and Performance of Bank Officers* : Dr. Mathew J. Manimala
7. **Ravindra Nath Saxena (2001)** – *A Study of Impact of Sensitivity Training on the Behavior and Performance of Bank Officers* : Dr. Mathew J. Manimala
8. **Prakash V. Bhide (2001)** – *A Study of Managerial Leadership Styles and Behavioral Preference of Subordinates in Relation to Role Efficacy and HRD Climate* : Dr. O.B. Sayeed
9. **Liza Thomas (2001)** – *Gender, Micro-credit and Human Resource Development of Delivery Personnel in the Context of Credit Seeking Rural Poor Women* : Dr. Jerome Joseph
10. **Alapati Vittaleswar (2002)** – *AMTs and Shop Floor Personnel Motivation* : Prof. D. Nagabrahmam
11. **Madhavi Mehta (2002)** – *A Study of Professional Values, Value Conflict and Coping Mechanisms of HRD Professional* : Dr. Keith C. D'Souza
12. **Chandrima Banerjee (2003)** – *Determinants of Organization and People Related Initiatives in Planning and Executing Strategic Decisions in Indian Organizations* : Dr. Ranjan Das, Dr. Madhukar Shukla
13. **Mohan Parmeswaran (2003)** – *A Study of Impact of Cultural Variables on Organizational Commitment and Work Commitment amongst Indian Managers: A Cross Cultural Study amongst Indian and German Managers* : Dr. O.B. Sayeed
14. **Pallab Bandhopadhyay (2003)** – *Relationship between Career Anchors, Human Resource Practices, Organizational Commitment and Turnover Retention; A Study of IT Professionals* : Prof. C. Balaji



15. **Uma Sampathy (2003)** – *Relationship between Management Style, Organization Culture and Performance on Council Affiliated (ICSE) Schools in Twin Cities* : Dr. E. G. Parmeswaran
16. **N. Hariharan Iyer (2004)** – *Measurement of Organizational Citizenship Behavior of Professionals in High Technology Software Organizations* : Dr. E.S. Srinivas
17. **Anuradha Challu (2004)** – *An Assessment of the Role of HR in the Indian Corporate Sector* : Dr. Keith C. D'Souza
18. **Soundari V.V. (2004)** – *Identification of Competencies of Software Project Managers in Software Organizations* : Prof. V. Anand Ram
19. **Roshan Joseph (2004)** – *Factors Influencing Employee Participation in Knowledge Management: A Study in an Indian IT Company* : Dr. U. Balaji and Prof. C. Balaji
20. **Suneeta Mishra (2005)** – *A Study of the Effects of Information Technology on Alienation at the Workplace* : Dr. Jerome Joseph
21. **Harismita Trivedi (2006)** – *Role Evolution Process of a Professional HRM Role in Organizations*: Dr. Jagdeep S. Chokkar
22. **S. Ramachandran (2006)** – *A Study of Personal Values and Impact of Personal-Organizational Value Congruence on Commitment in an Indian PSU* : Dr. Keith C. D'Souza
23. **Archana Arcot (2006)** – *A Study of the Competency Based HR Practice in Indian Organizations* : Dr. S. Pandey
24. **Jacob Thomas (2006)** – *Study of the Relationship between Empowering Forces and the Empowering Process Among Women in Managerial Position in Business Organization* : Dr. Jerome Joseph
25. **A. C. Augustine (2007)** – *Antecedents / Factors Affecting the Organizational Transformation*: Fr. Dr. E. Abraham S.J.
26. **Shaily Mitra (2007)** – *Study of Organizational Climate, Role Stress, Learned Helplessness and Interpersonal Needs and Their Impact on Performance of the Indian Banking Industry* : Dr. D.M. Pestonjee
27. **Saidatt Senapaty (2010)** – *The Relationship between Occupational and Organizational Commitment of Software Professionals in India : Moderation by HRM Practices* : Prof. A. Sreekumar and Dr. C.M. Ramesh
28. **Harry Charles Devasagayam (2012)** – *Organizational Citizenship Behavior of Distributed Teams: A Study of the Mediating Effects of Organizational Justice in Software Organizations* : Dr. N.M. Agarwal, Dr. V. Nagadevara, Dr. K.S. Gupta
29. **Debaprasad Chattopadhyay** – *Impact of Self Perceived Spirituality of Leaders at Work and Leaders' Reputation on Teams' Spiritual Climate* : Dr. Ashish Pandey

