ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Brochure
Batch (2019-2022)

Fellow and Associate Programs in
Human Resources, Organizational Development & Management

Designed for Your Success

Academy of Human Resources Development
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From the Founder Director, Academy of HRD

Management is one field where practices precede theory and management theories are largely built on practices that are successful or less successful. Indian managers are highly action oriented and are sitting on bundles of data. Unlike in the West, Indian managers and management scientists do not have adequate training or opportunity to document scientifically their experiences and add it to the management knowledge.
Recognizing the need to provide opportunities for managers to scientifically study and document their own action initiatives and change processes, and add to the body of management knowledge, this doctoral level program was initiated.

Dr. T.V Rao

From the Director

The challenge to keep the HRD spirit prevalent in organizations is becoming more pronounced. Globalization, competition and economic recession is putting tremendous pressures on bottom-lines and making the task of HRD professionals more challenging. As challenges are growing, the creative minds of HRD and OD professionals from all over the world are also bringing new technologies and systems so as to enable the HR function in organizations to meet the challenges.

In such a situation, today's HRD practitioners need to upgrade their knowledge and apply a wide variety of HRD systems and processes, which can integrate the essence of HRD with that of the requirements of profitability and growth. This makes the scientific collection and analysis of data related to the needs as well as effect of each HRD / OD initiative imperative so as to identify appropriate systems and processes and assess their effectiveness. Organizations often depend heavily on external expertise for meeting the internal research-related needs. However, HRD / OD professionals can play this role of internal research-analysts and facilitators of change management processes, thereby contributing significantly to the organizational development and growth process.
For bridging this gap and in its commitment towards bringing the latest and the most relevant knowledge in the field of HRD, the Academy has launched the Fellow and Associate Programs, so as to make it feasible for practicing HRD managers and academicians to upgrade their competencies and undertake research and use it as a tool for taking knowledge-based decisions and better performance while also contributing to knowledge generation, knowledge dissemination and capacity building in the field of HRD.

Dr. Rajeshwari Narendran

Academy of Human Resources Development

The Academy of Human Resources Development (AHRD) is India's premier institution specializing in human resources development for all organizational forms.

AHRD was founded in 1990 with the assistance of 'Ravi Matthai Centre', IIM - Ahmedabad as a trust and registered society with support of the National HRD Network and from the then professors of the Indian Institute of Management, Ahmedabad, including Late Dr. Udai Pareek, Dr. T.V. Rao, Dr. D.M. Pestonjee, a number of like-minded HRD professionals and people-management oriented corporations, the National HRD Network (NHRDN) included. The Academy's mission is to develop HRD professionals and focus on building HRD professionalism.
Academy has developed from a nascent institution to a vibrant academic community.
The Academy is supported by a number of distinguished HRD and OB professionals, and people-management oriented corporations and institutions.

Over the years, the Academy has launched and nurtured a number of activities and programs in pursuance of the objective of knowledge generation, knowledge dissemination and capacity building for making HRD a vital part of comprehensive management strategy. The objective has assumed tremendous importance in the context of the competitive challenges facing industry, and the opportunities that globalization has opened up.

The Academy's activities consist of running high quality HRD related academic and management development programs, International & National conferences, seminars, and conclaves of practitioners, research and publications, and collaborative diploma programs.

To learn more about us, please visit our website **www.academyofhrd.org**

Fellow & Associate Programs in Human Resources, Organizational Development & Management

The Need for the Program

Strategic decisions in learning organizations can no longer be based on hunches or gut feelings, but should rely on scientific analysis of data, that the organizations generate. Data related to core competencies, past organizational performance, employee skills and competencies could be crucial in formulating effective strategies for corporate plans, including diversification and expansion. If organizational experiences are systematically researched and analyzed, this can aid in facilitating organizational change processes viz. restructuring, right-sizing, process improvement, etc. Internal research, process analysis, and audit by the HRD Department are essential for validating and evaluating the effectiveness of HRD policies, systems and interventions.

Role of competent teacher is crucial for development of learning and learners. Since the liberalization of management education, requirement of competent management faculty is continuously rising.

In response to this need of Indian organizations, the Academy of Human Resources Development has designed the Fellow and Associate Programs in Human Resources, Organizational Development & Management, for preparing practicing managers and academicians to not only undertake the role of researcher-analysts and facilitators of change management processes in organizations, but also to enable them to take up research and use it as a tool for better performance.

One distinguishing feature of Fellow and Associate Programs is that they are designed primarily for working executives, management faculty and consultants.

Objectives

1. To identify key research needs of the organization for strategic planning and decision making.
2. To identify and document data on people-related issues
3. To evaluate HRD & OD interventions for effective change management processes.
4. To Initiate and provide guidance to research—related activities in the organization.
5. To offer internal/external consulting and counseling for initiating and managing change processes

Award of Title

Fellow Program students, after completion of all the requirements of the program are awarded the title of '*Fellow of the Academy of Human Resources Development'*, and the successful Associate Program students would be awarded the title of '*Associate of the Academy of Human Resources Development*'.

Research Guides

The eminent faculty from all IIMs/IITs/NITs/XLRI/MDI in the HR/OB/OD/Management area are accepted in our Research guide supervisor/teaching list, however, in case of any student opting for a guide or supervisor from any university/institution requires an approval by Academic & Administrative Committee (AAC).

Eminent Faculty who have been teaching Fellow Program at AHRD

World- class- faculty including Professors from the Indian Institute of Management, Ahmedabad, several renowned management teachers, Practitioners, CEOs and Leaders, with strong commitment to creation of researchers for the country teach in the F&A Programs . Some of the eminent faculty associated with AHRD are given in the next page:-

Glimpses of Eminent Faculty with AHRD

Faculty	Institute/ Organization
Prof. D.M. Pestonjee	IIMA
Prof. Pradip N. Khandwalla	IIMA
Prof. T.V. Rao	IIMA & T.V. Rao Learning Systems Pvt. Ltd
Prof. Indira Pareek	IIMA
Prof. Pradyumana Khokle	IIMA
Prof. Sunil Maheshwari	IIMA
Prof. Sanjay Verma	IIMA
Prof. Biju Varkkey	IIMA
Prof. Neharika Vohra	IIMA
Prof. Pramod Verma	IIMA
Prof. Manjari Singh	IIMA
Dr. Anil Kumar	IIMA
Prof. J P Singh	IIMA
Prof. G.S. Gupta	IIMA
Prof. Ernesto Noronha	IIMA
Prof. Arnab Laha	IIMA
Prof. V. Nagadevara	IIMB
Prof. Vasanthi Srinivasan	IIMB
Fr E. Abraham S.J.	XLRI
Dr. Anil Khandelwal	Ex Chairman & MD, Bank of Baroda
Mr. Sunil Abrol	Chairman, AHRD
Dr. Rajeshwari Narendran	Director, AHRD
Prof. Keith C. D' Souza	S.P. Jain Institute of Management and Research
Prof. Uma Jain	Indian Society for Applied Behavioural Science
Dr. Chinnam Reddy	National Institute of Tourism and Hospitality Management
Prof. Madhvi Mehta	Institute of Rural Management
Prof. C. Mallikarjun	Nirma Institute of Management
Prof. Harismita Trivedi	Nirma Institute of Management
Prof. Tejas Desai	Adani Infrastructure Institute of Management
Dr. Hardik Shah	IMT, Ghaziabad
Dr. Aquil Busrai	Aquil Busrai Consulting
Dr. Raju Rao	Partner- TVRLS
Dr. Nidhi Vashisht	Jaipuria Institute of Management
Dr. Satish Pandey	Pandit Deen Dayal Petroleum University
Mr. R. Sankarasubramanyan	Change Works Consulting
Mr. Sumeet Varghese	Your HR Buddy Consulting
Mr. Shrihari Udupa	Agora Analytics
Mr. K.K. Verma	Former Director, AHRD
Mr. G.P.Rao	Ex-Member Recron Malaysia Sdn Bhd.

Stay of Participants

The program is non-residential. Ahmedabad is a city having multiple choices such as separate hostels, paying guest accommodations, flats on rental and hotels suiting various pockets.

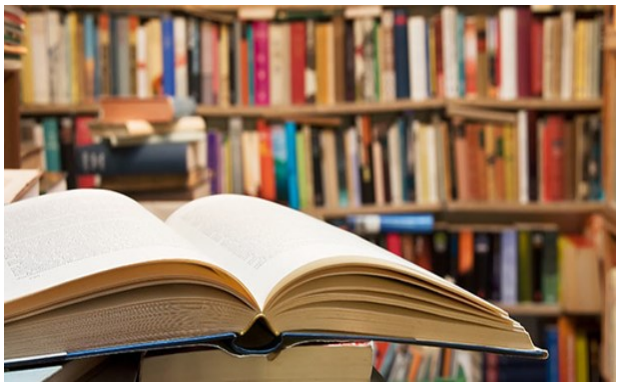
Infrastructure

Academy of HRD has state-of-the-art class rooms with modern amenities available for conducting workshops, seminars, in-house training programs, etc.

Each class-room has a capacity of approx 80 persons in theatre style (without table), 36 persons in class-room style and 24 in U shape seating arrangements with the following amenities such as aesthetic furniture, head-table and podium, projector, multiple split air-conditioners with separate controls, sufficient lighting, 6'X 8' projector screen, space for lunch and drinking water.

Library Facilities

The library at the Academy of HRD has evolved as an HRM Resource Centre, with a wide spectrum of HRM and management books, national and international management journals, working papers, thesis, and HRM consulting projects.



Program Design and Duration

The Fellow program has been designed to have the following stages:

1. Contact Program

- Every three months - contact classes of 9 days each are conducted. (4 contact classes in a year)
- 18 modules to be completed with flexibility within a span of three years, consisting of seven Research based, six HR specific & five General Management modules to be completed at suitable intervals. The detailed list of the modules that are to be covered during the contact program is provided in the section on Program Modules
- Once the candidate completes his Research based modules, he/she is eligible for going for Title Defense. Although, he/she is required to finish other modules alongside within stipulated time.
- 80% attendance is mandatory, however few modules are exempted (case to case basis on recommendation of AAC) or few modules conducted online

2. Title Defense

- Title Defense – Synopsis of Research work and outline after due review of literature and research gap analysis along with allotment of guide (Guide list is attached).
- The eminent faculty from all IIMs/IITs/NITs/XLRI/MDI in the HR/OB/OD/Management area are accepted in our Research guide supervisor/teaching list, however, in case of any student opting for a guide or supervisor from any university/institution requires an approval by Academic & Administrative Committee (AAC).
- Research Progress Committee – A three member committee would review the progress every 6 months after Title Defense till the presentation of Draft Thesis.

3. Thesis Presentation

- Draft Thesis Presentation – A jury panel gives suggestion to improve (if any)
- Evaluation of Final Thesis – Once jury panel approves the draft thesis, it is sent in spiral bound form for external evaluation.
- Award of Fellow after receiving comments from external evaluation and incorporation of suggestions (if any), a final bound thesis is submitted.
- Final presentation (If need be) and Award of Fellowship

NOTE:

- **All course requirements including assignments, exam (if any) need to be satisfactorily completed.**
- **Minimum one publication in a reputed Impact factor/Refereed journal is mandatory for each scholar before final thesis submission.**

Program Module

Eighteen courses will be covered in the contact programs. They are as follows

RESEARCH BASED

- Research Methods and Techniques
- Understanding Research through Statistics – Basic
- Advanced Data Analysis for Decision Making
- HR Analytics and Big Data
- Learning Instruments of HRD & OD
- Academic & Research Writing
- Case Method of Teaching and Case Writing

HR BASED

- Managing and Understanding HRD Interventions
- Understanding Organizational Behaviour
- Macro Perspective on HRD
- Managing Change & OD
- Human Resource Management & International HRM
- Consulting Role of HR

GENERAL MANAGEMENT

- Functions of Management
- Indian Sociology and Macro Economics
- Effective Communication in HR
- Teaching and Training Pedagogy
- Organizational Structure and Dynamics

Admission Procedure

Eligibility criteria for applying to the Fellow and Associate Programs

- Any person who has completed 16 years of formal education and considerable work experience is eligible to be admitted into Fellow Program.

OR

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

OR

- MBA / PGDBM preferably with specialization in HRD / HRM / OB / PM& IR, or Masters Degree in Social Work / Behavioral Sciences and demonstrated interest and aptitude in research in terms of research papers or publications.

OR

- **The candidates who do not fulfill any of the above criteria may be considered for admission to Associate program.**

- **The following candidates can be considered for Direct Admission to the Thesis stage of the Fellow Program with due approval of the Academic Administrative Committee (AAC):**

- Candidates who have completed M. Phil or equivalent Pre-Doctoral Programs in the field of HRD/ Management.

OR

- Students of earlier batches of the Fellow & Associate Programs of the Academy (or equivalent Doctoral level programs of other institutes / universities), who have completed pre-thesis requirements, can apply to resume their doctoral work under direct entry to Title Defense Scheme through AAC by paying full fee to AHRD.

Admission Process to the Fellow and Associate Programs

- The admission procedure would comprise application & deposit of Rs.1180/- for online/email written test and personal interview.

- The written test would evaluate the candidate's familiarity and aptitude of the candidate towards research in HRD.

- Candidates would be screened and selected on the basis of their performance in the written test and personal interview.

- In addition to this, program applicants may also be required to give a short presentation on a research proposal or an HRD intervention.

Program Fee

OPTION 01—Full Amount deposit as onetime payment			
PARTICULARS	**ONLY FELLOW PROGRAM**	**ONLY ASSOCIATE PROGRAM**	**COMBINED—ASSOCIATE & FELLOW**
TOTAL FEE PAYABLE	**Rs.3,75,000/-*** (One time payment will get a discount of Rs. 25000/- i. e **350000**)	Rs.3,00,000/-*	Rs. 4,00,000/-

GST will be applicable as per Govt. Norms

OPTION 02* : Payment by installment*			
PARTICULARS	**ONLY FELLOW PROGRAM**	**ONLY ASSOCIATE PROGRAM**	**COMBINED—ASSOCIATE & FELLOW**
Admission Fee	Rs.1,25,000/-	Rs.1, 00,000/-	Rs.1,00,000/-
Tuition Fee	-	-	Rs,1,00,000/-
After 3 month from admission	Rs.1,25,000/-	Rs.1,00,000/-	Rs.1,00,000/-
Six month after admission	Rs.1,25,000/-	Rs.1,00,000/-	Rs.1,00,000/-
TOTAL FEE PAYABLE	**Rs.3,75,000/-**	**Rs.3,00,000/-**	**Rs. 4,00,000/-**

GST will be applicable as per Govt. Norms

Note: In installment basis of fee any delay further to six months would lead to charging of interest @ bank rate. The fee can be sent by at-par-cheque payable at Ahmedabad or a demand draft in favor of "Academy of HRD"

In addition to above, taxes as applicable from time to time, is also payable with each installment. **The above fees are non-refundable and do not include boarding and lodging charges for the contact program.**

The course duration is three years. The students may take longer due to demands of their respective work places. In case they take more than three years, for each additional year, the participant will be charged an extension fee of Rs. 10,000 per year. After six years, the participant needs to re-register by paying the registration fee as applicable.

How to apply

For applying to the program, the applicant is required to fill in the application form along with the written test and send it to the following address with an at-par account cheque, payable at Ahmedabad or a demand draft in favor of "Academy of HRD" for **Rs.1,180/-**. The application form should be accompanied with the appropriate certificates and other supporting documents. However, please note the decisions of the Academic & Administrative Committee in all matters shall be final.

Alternatively, the fee for the program can also be sent through electronic transfer as per the details given below:

For credit to Savings Bank a/c No. 00491000041162, M/s. Academy of HRD, Ahmedabad with HDFC Bank, Bodakdev Branch (IFSC Code: HDFC0000049; MICR Code: 380240004)

Name of the remitter: _____(please mention the individual and the organization's name)
Purpose of Remittance: _____
Academy's Permanent Account Number (PAN): AAATA3024C
Academy's Service Tax (ST) No.: AAATA3024CST001

NOTE: 1. *No discount if fees is paid by Option II i.e installment payment system*
2. Terms & conditions are subject to modification as per decision of AAC & BOG members

AWARDEES OF THE FELLOW PROGRAM

Sr. No.	Awardee	Thesis Title	Guide
1	M.G Jomon (1998)	A Study of the Effectiveness of HRD Audit as on OD Intervention	Dr. T.V. Rao Late Dr. Udai Pareek
2	Salman M Kureishy (2000)	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	Ginlianlal Buhril (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. Manmala
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	Alapati Vittaleswar (2002)	AMTs and Shop Floor Personnel Motivation	Prof. D. Nagabrahmam
10.	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
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 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. Chhokar
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 Betweeen 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 (2008)	The Relationship Between Occupational and Organizational Commitment of Software Professionals in India: Moderation by HRM Practices	Prof. A. Sreekumar Dr. C.M. Ramesh
28.	Harry Charles Devasagayam (2012)	Organizational Citizenship Behaviour of Distributed Teams: A Study of the Mediating Effects of Organizational Justice in Software Organizations	Dr. N.M. Agrawal Dr. V Nagadevara Dr. K S Gupta
29.	Debaprasad Chattopadhyay (2013)	Impact of Self Perceived Spirituality of Leaders at Work and Leaders' Reputation on Teams' Spiritual Climate	Dr. Ashish Pandey
30	Rajesh Walawalkar (2015)	Company Secretaries' Perceptions of the Effectiveness of Mandatory Continuing Professional Education	Dr. Samta Jain
31	Anjan Bhowmick (2015)	Examining the Relationship between Organization Structure and Innovation: A Study of Indian Corporations	Dr. Keith C. D'souza Dr. Upasna A. Agarwal
32.	Prasanjit Dasgupta (2015)	A Comprehensive Study on Turnover Intentions, Work Engagement And Organizational Citizenship Behavior of Nurses of Private Hospitals	Dr. Upasna A. Agarwal
33	Naresh Mehta (2016)	Impact of High Performance Work System on Innovation and Firm's Performance	Dr. D. M. Pestonjee
34.	Deven Kamdar (2016)	Influence of 7S Framework on Team Performance: A study of a Faith based organization	Dr. D. M. Pestonjee
35.	Nobina Banerjee (2016)	The Essence of Exemplary Leaders: Understanding Passion over the Span of a Career	Dr. Rajeshwari Narendran
36.	Sreeram Darbha (2017)	The Impact of Religious Faith and Workplace Spirituality on the Business Sentiments of stock Brokers	Dr. N.M Khandelwal
37.	Vishwanath Joshi (2017)	Career Establishment Process of Professionals in Indian IT Industry: A Phenomenological Study	Dr. Ashutosh Bhupatkar
38	Sanjeev Dixit (2018)	Impact of Organizational Values Elements & Employee Engagement Outcomes on Business Performance Indicators	Dr. Rajeshwari Narendran
39	Ravindra Dey (2018)	Impact of Personal Values and Emotional Intelligence on Leadership Effectiveness of Gen Y Students in B- Schools	Dr. Keith C. D'souza
40	Vasantha Lakshmi (2018)	Business Process Outsourcing Requirements in Human Resource Function of Small and Medium Scale Enterprises in India.	Dr. Ch. S. Durga Dr. Snigdharani Mishra
41	Suman Nair (2018)	Exploring Effect of Promotion and Transfer on Managerial Behaviors, Tested through FIRO B and Locus Of Control	Dr. Rajeshwari Narendran
42	Bhanukumar Parmar (2018)	Accelerating Sales Force Performance through Introduction Of Sales Incentive Scheme for On-role Employee in Telecom Industry.	Dr. Rajeshwari Narendran

Students Speak

I enjoyed the entire process of Fellowship Program at the Academy. It was hard-work over the three years but highly enriching."

Prof. M.G. Jomon, Fellow, AHRD and Professor, XLRI

"… Since most of us were practicing managers, the program served as a fantastic forum for exchange of ideas …The invaluable experience, I will always cherish."

Suneeta Mishra, Fellow, AHRD and Learning Specialist, Home Depot Store Support Center, Atlanta

"The rigorous assessment keeps you on track. Overall, a unique professional development program that systematically trains you to move into the next league. The Fellow Program has given me a second career."

Prof. Harismita Trivedi, Fellow, AHRD and Professor, Nirma University

"I am impressed by the rigor of the Academy's program, the quality of its faculty and caliber of my fellow students …"

Prof. Madhavi Mehta, Fellow, AHRD and Professor, IRMA

"Learning with instruments, tools and techniques Explorations, experiences, feelings, emotions galore
To cap with cases researching all the way Emerging with problem statements Hypothesis, variables and solutions
Surely to be a Fellow in HRD & OD The journey so eventful!"

Liza Thomas, Fellow, AHRD and Regional HR Manager, Oxfam GB, Nairobi

"Indeed it is a learning experience of one of its kind and I shared the same at ISB with the faculty and the Director as well …"

Pallavi Awasthi, F&A student-2008-'11 batch and Research Associate at ISB, Hyderabad

Thank You and Wish You Luck in Your Pursuit of Learning & Excellence!