



ACADEMY OF HUMAN RESOURCE DEVELOPMENT



**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 Nawid 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 Samarasinghe 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, Sasken 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. Udai 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)

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

Nature and Impact of HRM Practices of MNC on Host Country Nationals Employed in its Subsidiary

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

Paper 3: Mohammad Saleh Jahur; Mir Mohammed Nurul Absar and Tunazzina Sultana
University of Chittagong, Bangladesh.

The Role of NGOs in Human Resource Development in Bangladesh--An Evaluative Study

Paper 4: Subhash Sharma, Indian Institute of Plantation Management, Bangalore, India
Corporate Rishi Leadership Model: An Indian Model for Corporate Development and Ethical Leadership

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

Paper 3: T V Rao and Sayantani Dutta, T V Rao Learning Systems, Ahmedabad
Predictive Ability of 360-degree Feedback as a Competency Assessment Tool

Paper 4: T. V. Rao and J. Annapurna, T V Rao Learning Systems, Ahmedabad
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
Abylabeck 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. Udai Pareek, IHHMR, India

Venue: PGSM 2.2

Paper 1: Monica Lee, Lancaster University, UK

The Evolution of HR?

Paper 2: Mary Mathew and Urmi 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

Paper 4: Anoop M. Nigwekar and K. M. Dhawale
Dr. M. L. Dhawale Memorial Trust, Mumbai
Caring for the System – The 4th Dimension of Care

Paper 5: Ashok Malhotra, Cognan Consulting, Kolkatta
Beyond the Tyranny of the 'OR'

Lunch Break: 1.00 p.m. – 02.00 p.m. **Venue:** MDC Woods (courtesy AHRD for registered delegates)

Parallel Sessions- 4: 2.00 p.m. - 4.00 p.m

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

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

Paper 1: Zeenat F. M. Khan, Jamanalal 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

Human Resource Development in Contingent Employment: A Study of Training & Development for Contract Employees in 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, TVRSL 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

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Venue: PGSM 2.2

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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

1. The Academy of Human Resource Development, India gratefully acknowledges the financial support to twenty delegates, provided by the following organisations:
 - BPL
 - Digital Globalsoft Ltd.
 - i-flex Solutions Ltd.
 - Sasken Communications Technologies Ltd.
 - WIPRO
2. The conference organisers are grateful to Indian Institute of Management Bangalore for the organisational support.