

MEERA ALAGARAJA
Department of Leadership, Foundations & Human Resource Education
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EDUCATION

Ph.D. Educational Human Resource Development

Department of Educational Administration and Human Resource
Development
Texas A&M University, College Station, Texas, 2010

Dissertation Title: Achieving HR-Firm performance linkage through organizational strategy implementation: Qualitative case studies of four U.S. based firms.

Co-Chairs: Dr. Toby Egan and Dr. Larry M Dooley

M.S. Master of Science in Human Resource Development

Department of Educational Administration and Human Resource
Development
Texas A&M University, College Station, Texas, 2002

M.A. Master of Arts in Personnel Management and Industrial Relations

Rajagiri College of Social Sciences, Kochi, India, 1994

Master's Thesis: Utilizing Hofstede's framework towards understanding work culture differences among managerial groups in public and private sector organizations.

B.Sc. Bachelor of Chemistry

St. Teresa's College, Kochi, India, May 1991

RESEARCH INTERESTS

- Theory building in HRM and HRD disciplines
- Human impact of modern working practices
- Training and Development
- E- Learning
- Qualitative and Quantitative research methods

PROFESSIONAL EXPERIENCE IN HIGHER EDUCATION

Assistant Professor, August 2010-Present

Department of Leadership, Foundations, and Human Resource Education, University of Louisville

Graduate Research Assistant, June 2007 - May 2010

- **Dissertation research** – Selection of the research topic, research design development and execution was formalized after extensive interactions with academic scholars and industry professionals
 - Findings and research recommendations have been presented to participating organizations
 - Responsibilities include implementation of research recommendations in participating firms
- **Research Assistant** – Independently responsible for developing approaches to measure human capital costs associated with location decision equations for Texas –Mexico consortium companies.
 - Collaborated with other faculty at Engineering Technology department to develop a human capital cost model
- **HRD consultant:**
 - Develop and deliver presentations on impact of HR in optimizing distributor profitability to Distribution Industry consortium members
 - Develop HR metrics for regional manufacturing sourcing decisions at Texas-Mexico corridors

Graduate Research Assistant, September 2001– May 2007

- Assist faculty in design and implementation of courses in the HRD program
- Engage in advisement of graduate students on research methodologies and statistical analysis for dissertations
- Teaching Assistant for web-based courses in HRD program
- Served as teaching assistant under professorial direction in developing and organizing for assignments including discussion board, and evaluation rubrics.

Research Assistant, Jan 2001 – Aug 2001

- Engaged in public policy research
- Conducted telephone surveys for the institute

PROFESSIONAL EMPLOYMENT EXPERIENCE IN INDUSTRY

Instructional Designer: Internship 2005 & 2006

- Manage the analysis, design, and development of training strategies to ensure PB employees have access to and participate in state-of-the-art programs intended to improve individual and/or organizational performance.
- Collaborated with other Strategic Learning professionals to create highly creative and impactful learning interventions in support of PB business unit initiatives

- Partnered with key stakeholders to develop training programs and actively participated in a variety of program and product development teams.
- Developed a 30 minute self directed on line training module: 'Diversity as a Core Value' for new hires (U.S and Canada). Client: Strategic Learning Team
- Module was developed through research, editing, and copyediting various sources of content from the company, including training documents, Web sites, and multimedia programs.

Assistant Manager – Human Resources, July 1994– Dec 2000

- Lead TQM implementation resource for HR function, improving returns on HR service delivery.
- Implemented ERP (Enterprise Resource Planning) for HR function. Managed and maintained HR content for accuracy while working with IT to ensure functionality of online content and Web sites.
- Coordinated, managed, implemented and completed major training initiative on the company business plan. Headed a two year task force to design, manage and update multi-tiered training system to maximize the company's learning and performance. Interacted effectively and professionally with all levels of personnel, member/clients, and vendors.
- Member, negotiating team for labor union settlements in 3 manufacturing locations (Total workforce: 2000)
- Performed a lead role in developing procedural documentation and communications content to successfully meet divisional and branch HR requirements and needs.

HONORS AND AWARDS

- Selected for *Who's Who Among Students in American Universities and Colleges* for 2009-2010
- Awarded the *Eppright Outstanding International Student Award* of Texas A&M University, 2009-2010
- Awarded the *Goodman Fellowship Student Award* of Texas A&M University, 2009-2010
- Awarded *Academic Scholarship for Fall 2009* and Spring 2010
- Awarded *the International Texas Public Education Grant* for 2008-2010
- Awarded *the Richard E Morris Scholarship for excellence* in academics for three consecutive years for period 2004-2007
- Awarded the *Summer Tuition Fellowship* for academic excellence by the College of Education and Human Resources Development, Texas A&M University, 2004

- Awarded *Regents Fellowship for Recognized Graduate Student* at the Department of Educational Administration and Human Resource, Texas A&M University for 2002 – 2003
- Second *Rank Holder in M.A (Personnel Management & Industrial Relations)* from Mahatma Gandhi University

PUBLICATIONS

Refereed Journal Articles

- Alagaraja, M. (2010). Lean thinking principles as applied to the education environment. *International Journal of Human Resources Development*, 10, 51-62.
- Lindner, J. R., Dooley, K. E., Dooley, L.M., & Alagaraja, M. (2004). Behaviorally anchored competencies: Evaluation tool for training via distance. *Human Resources Development International*, 7(3), 315 – 332.
- Alagaraja, M., & Dooley, L. M. (2003). Origins and historical influences on human resource development: A global perspective. *Human Resource Development Review*, 2(1), 82-96.

Book Review Articles in Refereed Journals

- Alagaraja, M. (2010). *Managing Talent Retention: An ROI Approach* by Jack J. Phillips and Lisa Edwards and Lisa Edwards (2009). San Francisco CA: John Wiley & Sons, Inc. *Journal of European Industrial Training*, 34 (3), 289-292.
- Dooley, L.M., & Alagaraja, M. (2002). *Foundations of Human Resource Development* by Richard A. Swanson and Elwood F. Holton III (2001). San Francisco CA: John Wiley & Sons, Inc. *Human Resource Development Quarterly*, 13 (4), 471-475.

Technical Reports

Seaman, Don. F., Alagaraja, M., & Earhart, S. (October, 2001). Resource guide for family literacy programs in Texas.

Refereed Conference Proceedings

2010

Alagaraja, M., & Egan, T. (2010). Examining functional engagement between HR and Operations for improving organizational performance. In Dharani, K., J.S Walker & C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas*. Bowling Green, OH: Academy of Human Resource Development.

2009

Alagaraja, M., & Egan, T. (2009). Qualitative Systems Dynamics as a methodology for HRD. In T.J. Chermack, J.S Walker & C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas*. Bowling Green, OH: Academy of Human

Resource Development.

Alagaraja, M., & Egan, T. (2009). Aligning HR and operational goals for organizational improvement. In T.J. Chermack, J.S Walker & C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas*. Bowling Green, OH: Academy of Human Resource Development.

Alagaraja, M., & Wang, J. (2009). Exploring National HRD strategies: Cases of India and China. In T.J. Chermack, J.S Walker & C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas*. Bowling Green, OH: Academy of Human Resource Development.

Sellers, L.K., & Alagaraja, M. (2009). Strategic HRD: A closed loop system. In T.J. Chermack, J.S Walker & C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas*. Bowling Green, OH: Academy of Human Resource Development.

Wang, J., & Alagaraja, M. (2009). National Human Resource Development: Perspectives from Asia. In T.J. Chermack, J.S Walker & C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas*. Bowling Green, OH: Academy of Human Resource Development.

2008

Alagaraja, M. (2008). Lean-HR value creation in building organizational learning: A review of literature. In T.J. Chermack, J.S Walker & C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas-Fort Walton Beach, Florida*. Bowling Green, OH: Academy of Human Resource Development.

2007

Li, J., & Alagaraja, M. (2007). Corporate Universities: A Winning Strategy for China? In F. M. Nafukho & T. J. Chermack, C.M. Graham (Eds.), *Proceedings of the Academy of Human Resource Development International Conference in the Americas*. Indianapolis Bowling Green, OH: Academy of Human Resource Development.

Dooley, L.M., & Alagaraja, M. (2007). An analysis of peer reviewed articles in Human Resource Development International journal. In S.A. Lynham & T.M. Egan (Eds.), *Proceedings of the Eighth Conference on HRD research and Practice across Europe*.

2006

Li, J., & Alagaraja, M. (2006). Emergence of Corporate Universities: Lessons for Chinese corporations. *Proceedings of the 5th Asian Conference of the Academy of Human Resource Development: Malaysia*, AHRD.

2005

Alagaraja, M & Dooley, L.M. (2005). Engaging the online learner: Perceptions of public and private sector educators. In M.L Morris (Ed.), *Proceedings of the Academy of Human Resource Development*. Bowling Green, OH, Academy of Human Resource Development

2004

Alagaraja, M. & Arlikatti, S. (2004). The Why's of Bhopal revisited. In T.M.Egan (Ed.), *Proceedings of the Academy of Human Resource Development*, Bowling Green, OH, Academy of Human Resource Development

Alagaraja, M., & Dooley, L.M. (2004). Technology as a critical issue in HRD: Effects on the organization. In T.M. Egan (Ed.), *Proceedings of the Academy of Human Resource Development*. Bowling Green, OH, Academy of Human Resource Development Proceedings

Hayes, H., Alagaraja, M., & Dooley, L.M. (2004). Human Capital Theory: A Reflection on Retention of Employees in the Hospitality Industry. In T.M. Egan (Ed.), *Proceedings of the Academy of Human Resource Development*. Bowling Green, OH, Academy of Human Resource Development Proceedings

Alagaraja, M., Dooley, L.M., Dooley, K.E & Lindner, J. (2004). What's in a definition? National Influences on HRD Definitions. In T.N. Garavan., E.Collins., & M.J.Morley (Eds.), *Proceedings of the Fifth Conference on HRD research and Practice across Europe Limerick, IRL: UFHRD*

Professional Development Activities

- Doctoral Consortium member, Organization Development and Change doctoral consortium at the Academy of Management conference, 2008
- Certificate - Proposal and Grant Writing Seminar conducted by the Office of Graduate Studies, 2006.
- Professional Development: Emerging Research Scholar Class, 2003
- Certified Training Professional, American Society for Training and Development, 2002

TEACHING and TRAINING EXPERIENCE (January 2002-Present)

Graduate Level Courses: Co-Instructor with Texas A&M Faculty members

- Foundations of HRD
- Training and Development
- Introduction to Distance Learning

Undergraduate Level Courses: Guest Lecture

- **Optimizing Distributor Profitability**
Presenter: HRD issues in Distribution Companies
- **Internship**
Facilitate weekly presentations from company representatives

TEACHING ASSISTANT & COURSE DESIGNER

- Develop and oversee implementation of online course materials and collaterals.

- Responsibilities included course design, course material preparation, assessment and evaluation of student outputs.

HRD program

- Introduction to Research and Development
- Contracts and Grants
- Event Planning and Management

Engineering Technology and Distribution program

- Introduction to Industrial Distribution
- Manufacturer Distributor Relations
- Quality issues in Industrial Distribution

COURSE DESIGNER – PRACTITIONER AUDIENCES

Trainer

2009-2010

- Topic: “*NVivo Training*” for faculty, staff and graduate students

Instructor: Life skills and Stress reduction workshop for College Students and working Professionals.

YES!+ (*Yoga Empowerment and Service*) for College Students. September 9-14, 2009

Responsibilities include participant registrations, venue finalization, course materials, and workshop facilitation.

- Course Participants: 9
- Student evaluations received indicate 50% improvement in the following areas: improved focus, better sleep, feeling better and reduction in anger and frustration.
- I facilitated weekly follow up sessions (Fall '09 & Spring '10 to help students practice and incorporate stress reduction tools and techniques into their daily lives

- **Instructor for Stress relief workshops for working professionals. September 18-21, 2009.**

Responsibilities include participant registrations, venue finalization, course materials, and workshop facilitation.

- Course Participants: 11
- Workshop participants included counselors and other professionals from Texas A&M and the local community
- Course evaluations reports from two participants are provided below: “I feel centered, more open and feel better able to serve my clients and be a better partner. I think it has helped me be more balanced. I think everyone could benefit from the tools we learned.” Kristin Clemens , Psychologist, Texas A&M
- “Positive course, all the breathing exercises were good and enjoyable, very good teacher. I would recommend the course YES+, especially for college students.” Sara Ou-Young,

SERVICE

1. Journal Reviewer

- Editorial Support and Review Team member for the International Journal of Qualitative Studies in Education
 - Reviewed 15 journal articles per year
- Reviewer, Academy of Management Conference (2 journal articles per year)
- Reviewer, Academy of Human Resources Development Conference (3 articles per year)
- Occasional Reviewer, Human Resource Development Review (2 journal articles per year)
- Reviewer for practitioner publication “World at Work”,
<http://www.worldatwork.org/waw/home/html/home.jsp>

2. University Service

- **Program coordinator: Life skills and Stress reduction workshop for College Students and working Professionals.**

Responsibilities include participant registrations, venue finalization, course materials, and workshop facilitation.

- International student representative, Presidential Award of Excellence for Faculty Service committee (2009-2010)
- Graduate student representative, Departmental Head Search committee (2009)
- President – International Association for Human Values, TAMU chapter (2008-2009)

3. Community Service

Youth Courses for High school students

- **Juvenile Detention Center**, Brazos County, TX. *November 2-6, 2009*
Instructor-led course facilitation for life skills and stress reduction workshop for juveniles at the detention center. Reference: Dr Doug Vance, Director – Juvenile Detention Center, dvance@co.brazos.tx.us
- **Bryan Collegiate High School**, Bryan, TX, *January 12-18, 2009*
Instructor-led course facilitation for life skills and stress reduction workshop for high school students. Reference: Christina Richardson, crichardson@bryanisd.org
- **Invited Instructor (Bryan Collegiate High School)** *Aug 2007 – May 2008*
Weekly enrichment course: *Introduction to Yoga 101*

2001 – 2007

- **Diversity Team Director** – International Affairs; TAMU Student Government Association: Offered Diversity training to 4 student organizations (average attendance: 8), involved increase and interest in international student participation at main stream University events

- **Vice-President** - TAMU India Association -: Largest outreach partner (Student population: 1000) for International Student Services at TAMU: Organized monthly activities for multi-diverse groups (Average attendance: 50) to involve international students in developing social skills, software program skills and other presentations by local experts. Provided opportunities for students and local community at TAMU to gain insights and experience India: Two program events organized with 100% funding from University, attendance of 600 students per event.

- **Finance Chair**, Graduate Advisory Representative Board (GRAB) overseeing scholarship funding for graduate students for conference presentation and attendance (2003-2004)

- **Student Development Chair**, Graduate Advisory Representative Board (GRAB) overseeing program development and workshops for graduate students in the department (2004-2005)

Professional Memberships

- Member, Academy of Human Resource Development
- Member, Academy of Management
- Member, Kappa delta Pi

SOFTWARE SKILLS

<i>Data Analysis</i>	SPSS, NVivo, Decision Explorer, Microsoft Visio, Microsoft Access
<i>Word Processing</i>	Microsoft Word, Excel, Powerpoint
<i>Video Editing</i>	Adobe Premiere 7.0, Camtasia 7.0
<i>Web Design</i>	FrontPage, Dreamweaver, CSS, HTML
<i>Graphics</i>	Adobe Photoshop, Illustrator
<i>Course Management</i>	WebCT Vista