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HUMAN RESOURCE DEVELOPMENT

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By: Kshyama Sagar Mehier



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**Sample Preview
of the
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Sample Question
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Sample

QUESTION PAPER - 1

(Solved)

HUMAN RESOURCE DEVELOPMENT

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Time: 3 Hours]

[Maximum Marks : 100

Note: Attempt all the questions. All questions carry equal marks.

Q. 1. Will artificial intelligence replace HRD? Present arguments in favor and against and support with examples.

Ans. Ref.: See Chapter-1, Page No. 6, Q. No. 3.

Q. 2. How has pandemic changed the needs of the adoption and adaptation of innovative ideas for developing new systems/sub systems in HRD.

Ans. Ref.: See Chapter-2, Page No. 23, Q. No. 2.

Q. 3. What are the primary functions of HRD. How has this role changed over the years?

Ans. Ref.: See Chapter-4, Page No. 51, Q. No. 1.

Q. 4. What are the challenges for an HRD Manager?

Ans. Ref.: See Chapter-5, Page No. 62, Q. No. 1.

Q. 5. What are the various subsystems of HR which are directly, indirectly linked with Competency Mapping?

Ans. Ref.: See Chapter-6, Page No. 82, Q. No. 2.

Q. 6. What is Career Development? Explain the techniques of Career development.

Ans. Ref.: See Chapter-7, Page No. 108, Q. No. 2.

Q. 7. What is OCTAPACE culture?

Ans. Ref.: See Chapter-8, Page No. 118, Q. No. 2.

Q. 8. Discuss the sequential process of coaching along with examples.

Ans. Ref.: See Chapter-9, Page No. 135, Q. No. 2.

Q. 9. Discuss the major areas of integration between HRD & IR development.

Ans. Ref.: See Chapter-10, Page No. 148, Q. No. 2.

Q. 10. Write a short note on:

(a) Role of HRD professional as a consultant

Ans. Ref.: See Chapter-4, Page No. 56, Q. No. 5(a).

(b) History of Competency Mapping

Ans. Ref.: See Chapter-6, Page No. 75, 'History of Competency Mapping'.

(c) Measurement of HRD Climate

Ans. Ref.: See Chapter-8, Page No. 116, 'Measurement of HRD Climate'.

(d) Trends in HRD Function

Ans. Ref.: See Chapter-11, Page No. 155, 'Trends in HRD Function'.

■ ■

Sample

QUESTION PAPER - 2

(Solved)

HUMAN RESOURCE DEVELOPMENT

M.M.P.H.-02

Time: 3 Hours]

[Maximum Marks : 100

Note: Attempt all the questions. All questions carry equal marks.

Q. 1. Define HRD. What is the relevance of HRD?

Ans. Ref.: See Chapter-1, Page No. 8, Q. No. 1.

Q. 2. 'Is top management an enabler or a hindrance in making HRD efforts to become best contributing business partnership role?' Give your argument and justify.

Ans. Ref.: See Chapter-2, Page No. 24, Q. No. 4.

Q. 3. What are the challenges of HRD and how has HRD evolved over the years?

Ans. Ref.: See Chapter-4, Page No. 53, Q. No. 2.

Q. 4. How does the role of the HRD Manager differ from HR Manager?

Ans. Ref.: See Chapter-5, Page No. 63, Q. No. 2.

Q. 5. What are the various steps in Competency Mapping? Who are eligible to carry out the process?

Ans. Ref.: See Chapter-6, Page No. 84, Q. No. 3.

Q. 6. Explain the terms 'career paths', 'career stress', and 'career counselling'.

Ans. Ref.: See Chapter-7, Page No. 109, Q. No. 3.

Q. 7. Discuss the elements of HRD climate.

Ans. Ref.: See Chapter-8, Page No. 119, Q. No. 3.

Q. 8. Highlight the significance of coaching and mentoring in employee development.

Ans. Ref.: See Chapter-9, Page No. 136, Q. No. 3.

Q. 9. What key interventions are possible in Union-Management relationship?

Ans. Ref.: See Chapter-10, Page No. 148, Q. No. 3.

Q. 10. Write a short note on:

(a) Competency Mapping

Ans. Ref.: See Chapter-4, Page No. 56, Q. No. 5(b).

(b) The Need for Competences Mapping

Ans. Ref.: See Chapter-6, Page No. 75, 'The Need for Competences Mapping'.

(c) Training and Development

Ans. Ref.: See Chapter-11, Page No. 156, 'Training and Development'.

(d) Role as an Administrator

Ans. Ref.: See Chapter-5, Page No. 62, 'Role as an Administrator'.

■ ■

Sample Preview of The Chapter

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HUMAN RESOURCE DEVELOPMENT

Human Resource Development: An Overview

1

INTRODUCTION

The Hawthorne experiments conducted by Elton Mayo in the 1920s and 1930s emphasized the importance of the 'human' factor as the primary driver of resources. This led to the emergence of the human relations movement, which influenced the understanding of human behaviour at work in the 1950s and 1960s. It gradually became evident that the growth and success of an organization relied on its human resources, shifting the focus from mere profit to effectively managing this invaluable asset for sustainable outcomes. Many organizations now recognize the potential in their employees and strive to foster their growth and development. To achieve this, dedicated human resource departments have been established to provide support systems such as performance management, training, mentoring, and counseling, facilitating both professional and personal growth. Success stories of numerous organizations demonstrate that prioritizing human potential through practical, bold, and innovative interventions leads to unprecedented growth. Neglecting human potential can result in stagnation or even demise, highlighting the significance of effective human resource management. The VUCA world and the COVID-19 pandemic have brought significant disruptions, necessitating a new HR approach that embraces remote work, hybrid models, and digital solutions. In this 'New Normal', HR faces challenges such as maintaining employee morale, promoting well-being, adapting to changing business trends, and adding value to the organization's revenue function. Understanding human resource development in the digital age is crucial for HR managers to navigate these challenges successfully. Organizations must transition to flexible structures, redefine expectations, align their workforce, optimize idea execution, foster teamwork, and continuously motivate employees to excel in strategy execution.

CHAPTER AT A GLANCE

MEANING OF HUMAN RESOURCE DEVELOPMENT

Leonard Nadler introduced the concept of Human Resource Development (HRD) in 1969, defining it as organized learning experiences aimed at potential behavioural change. HRD is a continuous and planned process that helps employees:

- Acquire or enhance capabilities for their current or future roles.
- Develop their individual potential for personal and organizational growth.
- Cultivate an organizational culture that empowers employees to make decisions in the best interest of the organization.

HRD, as described by M.M. Khan, involves enhancing the skills, knowledge, and positive attitudes of all individuals involved in a business endeavor. Boris Groysberg and Michael Slind highlight the shift from a command and control approach to a more interactive and value-focused approach in their article "Leadership is a Conversation."

- HRD encompasses various interventions, including:
 - Prioritizing people and pursuing excellence.
 - Assessing employees' aptitude for their roles.
 - Continuously improving knowledge and skills through training and development.
 - Maximizing individual potential for personal and business development.
 - Fostering interpersonal relationships, teamwork, and cooperation.
 - Establishing employee development plans.
 - Promoting a workplace culture of quality, values, and standards.
- Utilizing human resources as change catalysts and for business development.

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- Creating a positive work environment and employee experience.
- Exploring new opportunities for stakeholder value.

The goal of HRD is to create a harmonious and development-oriented culture. To achieve this, companies employ interventions such as training, development, counseling, coaching, mentoring, feedback, reviews, rewards, and recognition. These mechanisms highlight the importance of people and emphasize qualities such as care, nurture, compassion, listening, and effective people management.

In organizations striving to be great workplaces, employee well-being, mental health focus, and corporate social responsibility have become integral parts of HRD initiatives.

IMPORTANCE OF HRD

Gary Hamel and C.K. Prahalad, in their HBR paper 'Strategic Intent,' argue that maintaining strategic intent is crucial for teams and individuals to stay challenged and maintain a competitive advantage. They emphasize the use of competitive intelligence, continuous learning environments, collaboration, and upskilling to achieve this advantage. Furthermore, they highlight the importance of ongoing efforts to motivate and reward individuals who contribute to transformation. Human resources are essential for the success of any organization. Competencies such as knowledge, values, attitudes, and behaviors enable organizations to gain a competitive edge over their rivals and perform their operations effectively. The role of an HRD manager is similar to that of a gardener. They must identify the right talent, provide proper support, mentorship, and guidance to help individuals reach their full potential. Just as a plant requires care and trimming to bear fruit, human resources need nurturing to operate at their best. The concept of the 'Great Resignation' has gained momentum worldwide, as people prioritize their health, personal interests, relationships, and overall well-being. This shift, combined with the transition to remote and hybrid work environments, has made HRD more vital than ever before. In this new landscape, HRD needs to focus on:

- Implementing HRIS, HRAS, and HRP systems.
- Recruiting talent from international markets.
- Developing and retaining talent in hybrid systems.
- Establishing performance metrics for fluid work arrangements.
- Prioritizing assessment, feedback, and continual development over physical infrastructure.
- Leveraging platforms like Unacademy, MOOCs, Udemy, EdEx, Coursera, etc., for continuous learning and development.
- Implementing best practices for employee engagement.

- Providing flexible learning options, both online and offline.
- Leveraging Artificial Intelligence (AI) to digitize HR processes.
- Utilizing HR analytics to gain business intelligence.

EVOLUTION OF HUMAN RESOURCE DEVELOPMENT

During the industrial revolution, a theory started by Robert Owen and Charles Babbage contributed in discovering that people play the most significant role in defining the success of the business. Their ideas sparked the development of human resource management in nineteenth-century Europe. Under the influence of Fredrick Winslow Taylor (1856-1915), known as the 'Father of Scientific Management,' human resources gradually began to specialise. Taylor aimed to improve the productivity of manufacturing jobs by identifying methods of controlling people at work. By cofounding the National Institute of Industrial Psychology in 1921, CS Myer planted the seed of human relationship.

The importance of human relations has been demonstrated by various other scholars in their research, such as Elton Mayo (1880-1949), who contributes that, in addition to formal organisational structure, informal organisational structure plays a significant role in organisational effectiveness and efficiency. He underlined the significance and role of group interactions in the organisation as detailed in one of the experiments conducted as part of the Hawthorne investigation.

The more emphasis focused on evaluating human wants, the more popular Maslow's contribution to five human needs grew, emphasising five needs: psychological, safety, love, esteem, and self-actualization. According to this, Frederick Herzberg developed a two-factor hypothesis determining motivation and hygiene to be crucial in motivating individuals at work.

As the human factor became more visible, more emphasis was placed on their development so that productivity would improve as a result. The emphasis was moved to give training for this purpose. As a result, individuals gradually began to evolve, which led to more welfare activities such as increasing compensation demand, a greater emphasis on individual needs, participatory management, and so on. Organizational Development, which was centred on staff training, eventually evolved into Human Resource Management, with a focus on individual development, bringing the notion of Human Resource Development to life.

Case Situation

Q. KS Readymade is a small enterprise which deals with readymade garments. There are 3 top level managers, 12 administrative staff, 40 technical

staff and 7 managers, involves in manufacturing. Now as the business has picked up well KS Readymade is now planning to expand the business operations into more cities. If you are an external HRD consultant, what would be your advice regarding the expansion and also reflect if is there a need for separate HRD department?

Ans. I would advise for a proper structure of the organization. There should be well-defined role for each of the staff starting from the top-level managers to the technical staff. Managers should be responsible for their team works. Training and recruitments should be conducted accordingly. There is a need for separate HR department. This is because under HR department, proper recruitment and training of staff can be carried out.

HRD MECHANISMS

As it helps to the attainment of HRD goals, the HRD mechanism is also known as HRD subsystems or instruments. As a result, all policies, procedures, activities, and norms targeted at achieving HRD goals are referred to as HRD mechanisms.

Some of the aspects covered in the HRD mechanism are listed as follows:

1. Communication Policies
2. Job-rotations
3. 360-degree feedback
4. Assessment and development centers
5. Employee engagement surveys
6. OD exercises
7. HRD department
8. Performance appraisal
9. Review discussions and feedback counseling sessions
10. Role analysis exercise
11. Potential development exercise
12. Training
13. Rewards
14. Job-enrichment programs
15. Competency mapping
16. Other mechanisms in the new age like HR Analytics, Platform based learning Management systems (LMS), HYBRID workplaces etc.

Case Situation

Q. Sunita has joined as LDC in LIC India. She has been always a bright student and possesses B.Tech and MBA as her educational qualification. She aspires to be in managerial cadre. If you are the HRD manager knowing this talented high potential performer, how would you mentor for her career progression.

Ans. I would facilitate exposure to Sunita so that she can get opportunity to use her talent. I would apprise the concerned manager to provide her works/

assignments appropriately so that her works can be assessed for her role.

ISSUES AND CHALLENGES IN HRD

HRD is crucial to manage in small, middle, and large organisations. The changing dynamics of organisations have altered the function of human resources. The shift in working styles over the last decade has increased the problems for HR. No matter how the world changes, the role of human resources will continue and grow. HRD is now facing the following challenges:

1. Motivating employees in the crisis
2. Managing diversity at the workplace
3. Adapting to the changes
4. Changing Workforce demographics
5. Eliminating skill gaps
6. Understanding benefits and packages
7. Providing adequate training
8. Providing virtual training
9. Grooming and training digital leader
10. Retaining talented employees.

Different organisations, such as governmental and commercial sectors, NGOs, and start-ups, face a variety of issues. While the public sector is recognised for its bureaucracy, rigidity, and lengthy decision-making processes, the private sector is known for its hypercompetition, lack of transparency, and difficulties in keeping talent. Similarly, NGOs may lack structures and are driven by passions, whilst start-ups may not be able to afford a distinct or specialised HR department and may simply work intuitively. As a result, different industries may have a special requirement to comprehend the HRD role from a different perspective.

ROLE OF THE TOP MANAGEMENT IN HRD

It is critical for managers to encourage and support employee development inside their firms. 'HR managers must be both a gardener and a florist,' says Dr. Aquil Busrai, Former President, National HRD Network India. The HR manager, like a gardener, is responsible for nurturing. As a florist, you must arrange ability and potential in such a way that it provides the best match and contributes to organisational greatness. Only when there is a harmonious climate within the organisation will HRD take place. To ensure effective human resource development, senior management should consider the following aspects:

1. Defining and designing HR policies clearly and updating them on a regular basis.
2. Vision, missions, goals with focus on human development synchronization.
3. Organizational commitment to HRD.
4. Return on investment of human resources.
5. Providing a work life balance.
6. Create a care and compassion quotient in the organization.

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7. Stakeholder value.
8. Leadership development.
9. Empowerment.
10. OCTAPACE

When Dr. Udai Pareek and Dr. TV Rao from the Indian Institute of Management began experimenting with the Larsen and Toubro (L & T) group, there was very little understanding about how the systems and culture would evolve. Slowly, recognising the exceptional success of the HRD intervention, organisations such as IL&FS, State Bank of India, Crompton and Greaves Ltd, opened the way for the idea ahead, and the rest is history of the HRD Movement in India's success. Dr. T. V. Rao has written HRD Prayer, which conveys the whole preparedness of an organisational shift with wonderfully described pointers as provided below; this can be a perfect conclusion of the chapter as it includes all aspects that are timeless in nature and remains applicable despite decades of its birth.

The HRD Prayer

- Where every individual speaks the truth and no one need to verify.
- Where everyone believes everything said by every other individual without doubt.
- Where every individual feels free to express his own opinions, view and feeling fearlessly and is respected for the same.
- Where every individual shows concern for other members of the team and willing to extend a helping hand and collaboration without hesitation.
- Where people are not divided by narrow identities and group.
- Where societal and national interests take precedence over organisational interests, organizational interest take priority over the departmental or narrow team interest and the group or team interests take priority over the individual or role related interests.
- Where collaboration and team work is a way of life.
- Where trust and trustworthiness is fully practiced.
- Where every individual has autonomy to experiment and discover his on talents and enjoy the freedom and dignity of life.
- Where every individual has the opportunity to take initiative and the proactive.
- Where individuals proactively discover more and more about themselves their talents and potential.
- Where every individual speaks the truth and no one need to verify.
- Where issues and problems are confronted, discussed and solved without fear and innovativeness leading to abounding happiness.
- There I pray to the Master lead me, my team my organization and my country.

Note: The HRD prayer depicts the desired dream of HRD culture and values for any corporation or nation. When all these are established there will be everlasting peace, prosperity and happiness.

CHECK YOUR PROGRESS

Q. 1. Mark true/false for the following statements:

- (a) HRD is needed only in large corporate.
- (b) HRD includes all functions from hire to fire or retire.
- (c) Career Progression is included in HRD.
- (d) Coaching & Mentoring are executive development methods.
- (e) HRD is only a service/advisory function.
- (f) Retrenchment is a part of HRD.
- (g) HRD can be strategic partner in top management.
- (h) The new normal has enhanced the need meaningful role of HRD.
- (i) Employee health and emotional intelligence are parts of managing talent.
- (j) People development has to be core of HRD Vision and mission.

Ans. (a) F, (b) T, (c) T, (d) T, (e) F, (f) F, (g) T, (h) T, (i) T, (j) T.

Q. 2. How do you see the relevance of HRD intervention in modern times? Read some vision and mission statements of reputed businesses in different sectors and cite examples to justify your answer.

Ans. Human resource development is the process of assisting people in acquiring competencies. HRD in an organisational environment is a process through which employees of an organisation are continuously and methodically assisted to:

- (a) Acquire or build competencies required to fulfil various functions relevant to their current and future positions.
- (b) Enhance their general skills as individuals by discovering and utilising their accessible potential for personal and organisational development.
- (c) Improve supervisor-subordinate relationships, teamwork, and collaboration across departments in an organisational culture, and contribute to employee welfare, motivation, and pride.

Human resource development is thus defined as the overall knowledge, skills, creative abilities, talents, and aptitudes of an organization's workforce, as well as the employees' values, attitudes, and beliefs. The following factors can be used to assess the significance of HRD:

- (a) **Organizational Restructuring and Human Resource Development:** In the past, most