ASSIGNMENT

Course Code	**:**	**MMPH-002**
Course Title	**:**	**Human Resource Development**
Assignment Code	**:**	**MMPH-002/TMA/JULY/2026**
Coverage	**:**	**All Blocks**

Note: Attempt all the questions and submit this assignment to the Coordinator of your study centre. Last date of submission for July 2026 Semester is 31st October 2026 and for January 2027 Semester is 30th April 2027.

Q1. Critically evaluate the evolution of Human Resource Development (HRD) from a training-oriented activity to a strategic organisational development function. Design an integrated HRD system for a future-ready organisation operating in a volatile, technology-driven, and knowledge-intensive business environment. Explain how your proposed system aligns individual development with organisational competitiveness.

Q2. A multinational organisation is experiencing declining workforce capability, leadership gaps, and employee disengagement despite substantial investments in training programmes. As an HRD consultant, develop a competency-based HRD framework integrating competency mapping, performance analysis, career planning, and employee development interventions. Critically justify how your framework can enhance organisational effectiveness and talent sustainability.

Q3. "Organisations cannot achieve sustainable growth without a strong developmental culture." Critically analyse this statement in the context of contemporary organisations. Create a strategic roadmap for developing an HRD culture and climate that promotes innovation, learning agility, psychological safety, and organisational commitment in hybrid workplaces.

Q4. Evaluate the role of counseling, coaching, and mentoring as developmental interventions in managing employee well-being, productivity, and organisational relationships. Design a comprehensive HRD intervention model that integrates these practices with industrial relations mechanisms to address workplace conflicts, stress, resistance to change, and employee morale issues in large organisations.

Q5. **E**xamine the impact of artificial intelligence, digital learning ecosystems, analytics, diversity, and global workforce transformations on the future of Human Resource Development. Develop a futuristic HRD strategy for organisations in emerging economies like India that balances technological advancement with human-centric development and ethical considerations.

Q1. Critically evaluate the evolution of Human Resource Development (HRD) from a training-oriented activity to a strategic organisational development function. Design an integrated HRD system for a future-ready organisation operating in a volatile, technology-driven, and knowledge-intensive business environment. Explain how your proposed system aligns individual development with organisational competitiveness.

Answer

Human Resource Development has moved far beyond the idea that employees need only occasional training to perform their present jobs. In its early form, employee development was mainly reactive: a supervisor identified a skill deficiency, a training department arranged a course, and success was often judged by attendance or immediate learning. This approach was useful when jobs were relatively stable, technology changed slowly, and employees could remain effective for long periods with a fixed set of skills. Its limitation was that it treated development as an event rather than as a continuing organisational process.

From training activity to strategic HRD

The first important shift was from isolated training to training and development. Organisations began to recognise that employees also needed preparation for future responsibilities, supervisory roles and career movement. Management development, executive development and career planning therefore became part of the development function. A second shift occurred when performance appraisal, potential appraisal, feedback and counseling were linked with development. Instead of asking only, ‘What course should this person attend?’, HRD began to ask what capability was required, why a gap existed, and which developmental method would be most suitable.

The next stage connected individual learning with organisational development. HRD started to include team building, role clarification, succession planning, organisational change, culture building and systems for sharing knowledge. The focus moved from correcting present deficiencies to building future capability. This also changed the position of HRD professionals. They were expected not merely to administer programmes but to diagnose organisational problems, work with line managers, support change and create conditions in which employees could learn through work itself.