**DR. SRINIBASH DASH**

**ASSOCIATE PROFESSOR & EAD**

**SCHOOL OF MANAGEMENT, GMU,SBP**

**Unit I: Concept of HRD and its Mechanisms**

**Case Study: HRD Practices at Larsen & Toubro (L&T)**

**Background**  
L&T, a leading engineering company in India, has established a robust HRD framework to align its workforce with organizational goals. The HRD mechanisms include training, performance appraisal systems, and mentoring programs.

**Scenario**  
The HRD department at L&T implemented processes such as competency mapping and leadership development initiatives to enhance employee capabilities. The outcomes included improved employee engagement, retention, and performance.

**Key Points**

1. **HRD Mechanisms**:
   * Focused on skill enhancement and employee development.
2. **Processes and Outcomes**:
   * Training programs resulted in higher project efficiency.

**Outcome**  
L&T's HRD practices became a benchmark in the industry, fostering innovation and productivity.

**Discussion Questions**

1. How do HRD mechanisms contribute to achieving organizational goals?
2. What role does competency mapping play in HRD?

**Unit II: HRD Process and Management Development**

**Case Study: Infosys Leadership Development Program**

**Background**  
Infosys, a global IT leader, emphasizes continuous learning through its HRD process. The company has a structured framework for designing, implementing, and evaluating HRD programs.

**Scenario**  
Infosys launched its Leadership Development Program to prepare future leaders. The program included modules on strategy, innovation, and people management, evaluated through scorecards and audits.

**Key Points**

1. **Designing HRD Programs**:
   * Customized content for managerial roles.
2. **Evaluating Effectiveness**:
   * Used balanced scorecards to assess outcomes.
3. **Management Development**:
   * Focused on fostering innovation and decision-making skills.

**Outcome**  
Participants of the program transitioned into leadership roles, enhancing organizational performance.

**Discussion Questions**

1. What methods can be used to evaluate the effectiveness of HRD programs?
2. How does a balanced scorecard aid in HRD evaluation?

**Unit III: HRD Staffing and Organizational Development**

**Case Study: Tata Steel’s HRD Strategy**

**Background**  
Tata Steel has implemented HRD systems that include staffing functions, HRD strategies, and organizational development (OD) interventions.

**Scenario**  
The HR department developed a strategy focusing on worker development through skill enhancement programs and job rotations. OD interventions, including team-building exercises and change management workshops, supported cultural transformation within the organization.

**Key Points**

1. **HRD Staffing**:
   * Trained HRD personnel to align with business goals.
2. **OD Interventions**:
   * Improved collaboration and adaptability.

**Outcome**  
The initiatives resulted in a motivated workforce and a dynamic organizational culture.

**Discussion Questions**

1. How does staffing HRD functions impact HRD effectiveness?
2. What are the key benefits of OD interventions in an organization?

**Unit IV: Quality of Work Life and HRD**

**Case Study: TQM and HR Practices at Marico**

**Background**  
Marico, a leading FMCG company, integrates Total Quality Management (TQM) with HR practices to ensure high-quality work life (QWL) for its employees.

**Scenario**  
The company introduced a Performance Management System (PMS) to evaluate and reward employee contributions. Initiatives like flexible work schedules and wellness programs enhanced QWL.

**Key Points**

1. **TQM in HR**:
   * Focused on continuous improvement and employee satisfaction.
2. **Performance Management System**:
   * Aligned individual goals with organizational objectives.

**Outcome**  
Marico’s integrated approach resulted in higher employee engagement and operational efficiency.

**Discussion Questions**

1. How does TQM influence HRD practices?
2. What factors contribute to an effective performance management system?

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