Master of Business Administration (MBA)/ Master of Business Administration (Online) MBA(OL) / / Master of Business Administration(Human Resource Management) (MBAHM)/ Post Graduate Diploma in Human Resource Management (PGDIHRM)/ Post Graduate Diploma in Services Management (PGDISM)

ASSIGNMENT
For
July 2024 and January 2025 Sessions

MMPH – 002: Human Resource Development

(Last date of submission for July 2024 session is 31st October 2024 and for January 2025 session is 30th April, 2025)

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Course Code	:	**MMPH – 002**
Course Title	:	**Human Resource Development**
Assignment Code	:	**MMPH – 002/TMA/ JULY/2024**
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 2024 session is 31st October, 2024 and for January 2025 session is 30th April 2025.

Assignment Brief:

Case Study Analysis and Application of HRD Theories in Tata Consultancy Services (TCS)

Read the following case study carefully.

Tata Consultancy Services (TCS): Pioneering Human Resource Development in IT Services

Tata Consultancy Services (TCS) is one of the largest IT services and consulting companies in India and globally. Known for its robust HR practices, TCS has been at the forefront of developing and nurturing talent. The company faces various HRD challenges, including the continuous upskilling of its workforce, managing a diverse employee base, fostering a culture of innovation, and maintaining high levels of employee engagement. Under the leadership of its HR team, TCS has implemented numerous HRD initiatives to address these challenges:

- o Launching TCS iON, a digital learning platform for continuous employee development.
- o Implementing diversity and inclusion programs to leverage a diverse workforce.
- o Establishing innovation labs to foster creativity and new ideas.
- o Conducting regular employee engagement surveys and initiatives to maintain high levels of motivation and satisfaction.

2. **Questions:**

a. **Training and Development:**

- o Evaluate the existing training and development programs at TCS. How effective are these programs in enhancing employee skills and performance?

- o   Propose a comprehensive training and development strategy that could help TCS address its future skill requirements. Include specific methods, tools, and practices that should be used.

b. **Talent Management:**

- o   Analyze TCS's talent management practices. How does the company identify, develop, and retain top talent?
- o   Suggest improvements to the talent management strategy that could help TCS maintain its competitive edge in the industry. Consider aspects such as succession planning, leadership development, and career pathing.

c. **Employee Engagement and Retention:**

- o   Identify the key factors contributing to employee engagement and retention at TCS. How does the company address these factors?
- o   Apply two HRD theories to analyze how TCS motivates and retains its employees. Provide specific examples from the company.

d. **Performance Management:**

- o   Describe the current performance management system at TCS. What are its key components, and how well does it align with the company's goals?
- o   Recommend improvements to the performance management system. Discuss how these changes can improve employee motivation, productivity, and overall performance.

3. **Application of HRD Theories:**
   - o   Select two HRD theories (e.g., Social Learning Theory, Adult Learning Theory, Transformational Leadership Theory) and explain how they can be applied to address the HRD challenges at TCS.
   - o   Discuss how these theories can help in developing effective HRD strategies and practices for the company.
4. **Conclusion:**
   - o   Summarize the key findings from your analysis.
   - o   Provide actionable recommendations for TCS to enhance its HRD practices and support its growth.
5. **Format:**
   - o   Your analysis should be 3,000 to 4,000 words in length.
   - o   Include an executive summary at the beginning of your analysis.
   - o   Use headings and subheadings to organize your content.
6. **Evaluation Criteria:**
   - o   Demonstration of understanding of HRD concepts and practices.
   - o   Application of theories to the company's context.
   - o   Quality and depth of analysis.
   - o   Clarity of communication and organization of content.

Note: You are encouraged to use additional resources and real-world examples to support your analysis. Critical thinking and originality will be highly valued in your responses.

Grading Rubric:

Criterion	(A)	(B)	(C)	(D)	(E)
Understanding of HRD Concepts	Demonstrates thorough understanding with clear, detailed examples from the case study.	Demonstrates good understanding with relevant examples.	Demonstrates basic understanding with some examples.	Shows limited understanding with few or no examples.	Lacks understanding and does not provide relevant examples.
Application of HRD Theories	Skillfully applies theories to case study with deep insight and relevance.	Applies theories well with good relevance.	Applies theories with some relevance.	Limited application of theories with minimal relevance.	Fails to apply theories or does so inaccurately.
Analysis of Company Practices	Provides insightful and well-supported analysis of company practices with strong evidence.	Provides a well-supported analysis with good evidence.	Provides a basic analysis with some supporting evidence.	Provides a weak analysis with little supporting evidence.	Fails to analyze or provides an inaccurate analysis.
Recommendations for Improvement	Proposes highly effective and relevant recommendations with clear, relevant application to the company.	Proposes effective recommendations with good application.	Proposes recommendations with some relevance and application.	Proposes recommendations with limited relevance and application.	Fails to propose appropriate recommendations or does so inaccurately.
Communication and Organization	Exceptionally clear, well-organized, and engaging writing with no errors.	Clear and well-organized writing with minimal errors.	Satisfactory writing with some organization and few errors.	Poorly organized writing with several errors.	Unclear and disorganized writing with many errors.