



**UNIVERSITY OF THE PHILIPPINES
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MASTER OF RESEARCH AND DEVELOPMENT MANAGEMENT

MARVI G. MORALES

**ADAPTING R&D MANAGEMENT APPROACH IN THE HUMAN RESOURCES
DEPARTMENT OF A NON-R&D ORGANIZATION: WHY NOT?**

Special Problem Adviser:

JAINE C. REYES, DPA
Faculty of Management and Development Studies

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Abstract

This study examines how Research and Development (R&D) management principles can be applied to Human Resource (HR) practices in a non-R&D organization. Although HR functions are generally structured and process-driven, they often focus more on compliance and daily operations than on continuous learning and improvement. The study explores how R&D principles may help HR become more strategic, adaptive, and learning-oriented.

The study uses a qualitative autoethnographic approach based on professional experience, field observations, reflective notes, internal document review, and discussions with HR personnel. HR practices were analyzed using key R&D management principles such as planning, evaluation, feedback, experimentation, and knowledge integration.

The findings show that HR practices such as recruitment, onboarding, training, and performance management are organized and consistently implemented. However, several gaps were identified, including limited evaluation of outcomes, deficient feedback mechanisms, minimal experimentation, and limited knowledge integration across HR functions. While some R&D-related practices are present, HR systems remain largely operational and compliance-focused.

Based on the findings, the study developed an R&D-inspired HR framework composed of four stages: identifying opportunities, analyzing and designing solutions, evaluating effectiveness, and institutionalizing learning. The framework aims to support evidence-based decision-making, continuous improvement, and organizational learning in HR systems.

The study highlights the potential of applying R&D management principles to strengthen HR practices in non-R&D organizations and support a more strategic and improvement-oriented HR function.

Keywords: Research and Development Management; Human Resource Management; Organizational Learning; HR Innovation; Autoethnography; Continuous Improvement; Non-R&D Organizations; Evidence-Based HR; HR Framework