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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management (Batch 2024-26) |
| **Course Title: Advanced Human Resource Management, (Course Code: 40321)**  **End-Term Examination, Term - III (April-May, 2025)** | |
| **Time Duration: 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**SECTION – A**

**CASE STUDY: "Project Wisdom" – Navigating Generational Diversity at SuperTech Solutions:**

**Company Overview**

SuperTech Solutions Pvt. Ltd. is an expanding mid-size IT services and digital consulting organization based in Bengaluru, employing 1,200 people across India and some offshore locations. It is known for its innovation-focused culture and work-from-home-friendly policies. SuperTech has recently embarked on a comprehensive Digital Transformation to digitize its internal processes, knowledge systems, and employee experience.  
  
To facilitate this change, the leadership initiated "Project Wisdom", an in-house project to develop a company-wide knowledge-sharing platform. This platform was conceptualized as a forum where employees could exchange ideas and knowledge, learn from each other, and work together on best practices across functions and teams.

**Formation of the Task Force:**

In an effort to ensure cross-generational perspectives in the project, the HR Head constituted a **12-member task force** comprising employees across four generations:

| **Generation** | **Number of Members** | **Role Types** |
| --- | --- | --- |
| Baby Boomers | 3 | Retired senior consultants re-engaged as advisors |
| Gen X | 3 | Functional managers with long tenures |
| Millennials | 4 | Tech leads, UI/UX designers, Scrum masters |
| Gen Z | 2 | Fresh campus hires in product design & comms |

The task force was asked to co-create the knowledge platform in **six weeks**, under a **virtual collaboration model** using tools like MS Teams, Trello, Slack, and Figma.

**Early Excitement, Growing Friction:**  
The kick-off meeting was high-energy, with the majority of team members on board with the vision. Yet within two weeks, the HR department began getting reports of increasing discontent among team members. Productivity fell for the team, and teamwork grounded to a halt.

**Conflict Scenarios Begin to Emerge:**

**Conflict Scenario 1: The Tool Trap**  
During the second week, there was a brainstorming session on Figma. The Baby Boomer members found it difficult to use the tool and lacked important inputs. Subsequently, during a debrief meeting, Mr. Swamy (65), a retired Head of Delivery, had this to say:

"I'm not comfortable with these tools—it's like we've moved into a meeting where I don't even have a chair!"

The younger members didn't respond on the spot, but subsequently on Slack, one of the Gen Z interns posted:

"Why are we even slowing down for people who don't want to learn basic tools? This is 2025."

This message, though deleted later, was screenshotted and forwarded—widening mistrust among groups.

**Conflict Scenario 2: The Respect Divide**

During a planning call, Riya (25, Gen Z) presented a vibrant visual storyboard for the knowledge platform that included gamification and informal avatars. Mr. Singh (61), a senior advisor, interrupted:  
“Let’s focus on serious, professional content first. We’re not making a cartoon network here.”

Riya was publicly embarrassed and remained quiet for the remainder of the meeting. She later confided in a one-on-one with HR that she no longer felt comfortable contributing her ideas to the group.  
  
**Conflict Scenario 3: The Middle Manager Dilemma**  
Gen X and Millennial members, such as Rahul (42) and Neha (34), were caught in the middle. Rahul confided in a side chat:

"Every time we try to mediate, we're perceived as 'biased.' The seniors need formal reports and lengthy calls; the juniors need emojis and memes. We're losing focus of the project objectives."  
  
Deadlines started to slip. Participation was low. Meetings became tense.  
  
**Escalation and HR's Intervention:**  
The Project Sponsor expressed concern over team morale and possible project derailment. The HR Head instructed you, the HR Business Partner, to intervene and:

1. Diagnose the underlying causes of the conflict.
2. Realign the team to collaborate effectively.
3. Create a multigenerational engagement strategy.
4. Prescribe a long-term HR strategy to develop generational inclusivity into the culture of SuperTech.

Based on the above case study, answer the following questions: **(6 marks each question, 6\*5=30)**

1. Prepare a list of the overt and covert generational tensions in this situation? Explain how are they affecting project performance? Elaborate in tabular format.
2. Describe how would you perform an empathy-driven needs assessment for this team? Identify HR models or tools that would you use?
3. Create a short-term intervention plan to re-engage this team and reset collaboration.
4. Recommend a communication approach that bridges generational differences without alienating any group.
5. Describe long-term policies and cultural practices can SuperTech implement to better engage and integrate a multigenerational workforce?

**SECTION - B**

**Situation: HR's Role in Driving ESG at GreenFuture Technologies**

**Scenario**:

GreenFuture Technologies is a rapidly growing green energy firm with a robust brand reputation centered on sustainability and environmental awareness. Operating in India and Southeast Asia, it has just obtained international investment from ESG-oriented investors.  
  
As part of the investment agreement, the firm must show quantifiable improvement in all three ESG dimensions:  
**Environmental**: Carbon-neutral processes, green office practices.  
  
**Social**: Employee well-being, inclusive culture, community engagement.  
  
**Governance**: Ethical leadership, decision-making diversity, and transparent reporting.

The leadership has approached HR with a mandate to align HR policies and practices with the company’s ESG goals. The HR Head has formed a cross-functional team, you, and an HR Manager, are part of this team to create sustainability-oriented HR strategies.

**Based on the above scenario, answer the question below: (10 marks)**

1. As the HR Manager at GreenFuture Technologies, propose two key HR initiatives you would implement on the three ESG parameters to support the company's ESG-driven transformation. Justify how each initiative contributes to the ESG framework.