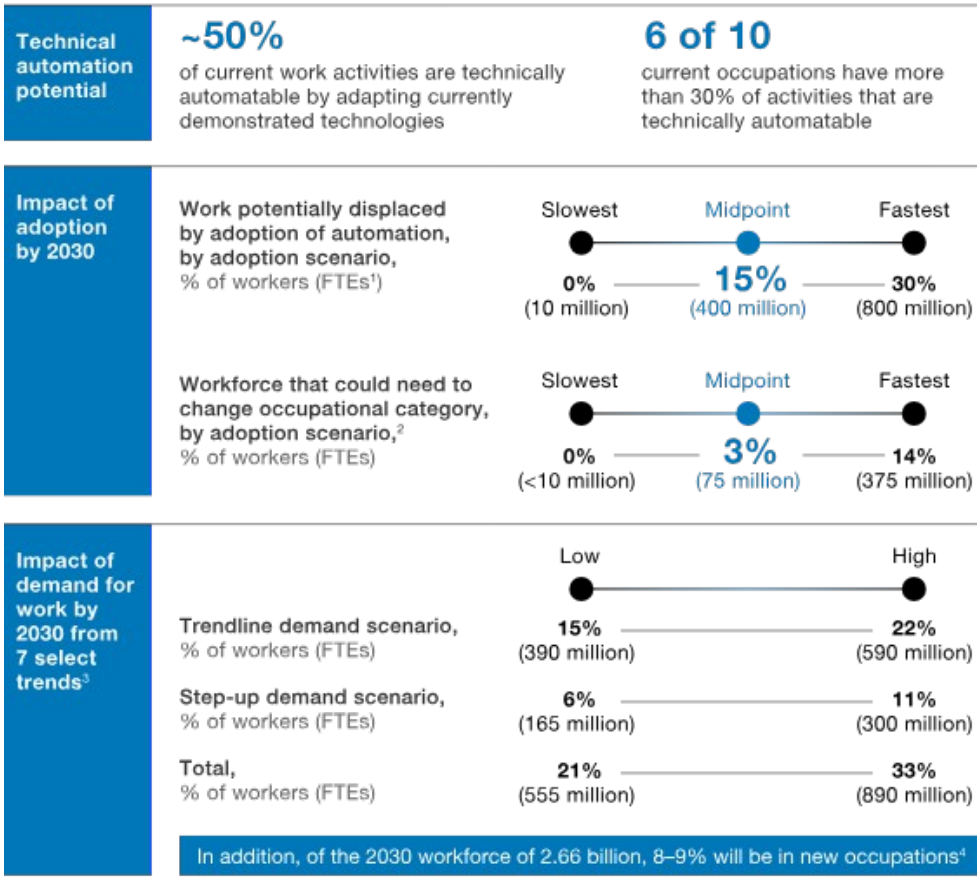


Trim: Jan – Mar 24		
Maximum Marks: 50 Examination: ETE Exam Date: 21-04-24 Duration: 3 hours		
Programme code: 12	Class: SY	Semester/Trimester: VI
Programme: MBA PT HRM		
College: K. J. Somaiya Institute of Management		Name of the department/Section/Center: HR
Course Code: 217P10C617		Name of the Course: Seminar on Contemporary HR Issues (SPCI)
Instructions: <ol style="list-style-type: none"> 1. Question No 1 is compulsory. Answer any 3 questions out of 4 questions given. 10 marks for each Question, total 30 marks 2. Out of the balance 3 questions, you can attempt any 2 questions. Each question is for 10 marks. 3. Question No 4 has options. Please answer any 2 questions of the 3 questions given. Each question carries 5 marks, total 10 Marks. 4. Total marks 50. 5. Please make appropriate assumptions, if required, and state them clearly. 		

Question No.	Question	Max. Marks
Q.1	<p>Caselet – 30 Marks (Compulsory question, answer any 3 questions out of 4 questions given below)</p> <p>Sukanya, the owner and manager of a company with Nine Hundred and Fifty employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. Recently there has been an advent of Technology based, productivity and communication tools which have greatly helped the competition. The Customers are also readily adopting to the new ways of doing business and are pushing the companies to adopt more sustainable practices. However, two hundred of the Nine Hundred & Fifty workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other Seven Hundred and Fifty workers are of diverse ages.</p> <p>In addition to these changes, Sukanya believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Sukanya has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation.</p> <p>Sukanya shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice.</p> <p>Sukanya schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.</p> <ol style="list-style-type: none"> 1. Point out which changes are occurring in the business that affect HRM? 2. What are some considerations the company and HR should be aware of when making changes related to this case study? 3. What would the initial steps be to start planning for these changes? 4. What would your role be in implementing these changes? What would Sukanya's role be? 	30 (10 Marks for each question)
Q.2	<p>Background: NLC India Limited (NLCIL) is one of the largest public sector enterprises of Government of India in the Southern India. The legacy of the previous CMDs ensured that NLCIL is able to not only maintain the leading status but also dream of greater heights. NLCIL has transformed from the traditional business into diversified business in the same line of operation. The new paradigm of diversification enabled</p>	10 Marks

	<p>NLCIL to thrive in a world of rapid and unpredictable change. It enabled the core senior team, unit and the entire enterprise to nimbly adapt and upgrade its mining activities as well as its energy production to meet rapidly changing environment with quality improvement and efficiency gains. Anticipation of decline in lignite availability and business lead to diversification of NLCIL, permitting the organization to flourish in a market-place that is increasingly volatile, uncertain, complex and ambiguous—the so-called VUCA world. NLCIL Vision—To emerge as a leading Mining and Power Company, continue to be a socially responsible company and strive for operational excellence in Mining and Exploration</p> <p>Question: Given the VUCA World, please create a Sustainable HR strategy to be followed @NLCIL and how will you go about implementing the same (include an implementation plan).</p>	
Q.3	<p>ABC Company is a Digital Marketing organization providing Marketing services to various clients across India, Singapore and Dubai. The company has been since 2018 and has @250 employees working. Currently they have a diversity ratio of 60:40 (Male: Female) and the organization has a strategy to reach 50:50 diversity. Recently ABC Company got acquired by XYZ. Ananya from XYZ is Incharge of the transition of ABC employees into the new culture of XYZ. Due to the acquisition the diversity ratio has now changed to 80 :20 (Male: Female). Both ABC and XYZ are co located from the same Workplace building, same floor. You are the HR Manager of ABC company and Ananya is looking forward to meet you</p> <ol style="list-style-type: none"> 1. What would be your advice to Ananya with regards to Employee Diversity and how to bring it back to original strategy of 50:50 (Male: Female) 2. What would you recommend Ananya on dealing with the workforce and building a cohesive Diverse, Equitable and Inclusive workplace 	10 Marks (5 marks each question)
Q.4	<p>Based on the information provided (refer picture) please answer the following questions:</p> <ol style="list-style-type: none"> 1. What impact with Automation, AI and ML have on work and workforce? 2. What are possible scenarios for employment growth? 3. How do we manage the upcoming workforce transitions? 	10 Marks. (Answer any 2 questions, 5 Marks Each Question)

Automation will have a far-reaching impact on the global workforce.



¹ Full-time equivalents.
² In trendline labor-demand scenario.
³ Rising incomes; healthcare from aging; investment in technology, infrastructure, and buildings; energy transitions; and marketization of unpaid work. Not exhaustive.
⁴ See Jeffrey Lin, "Technological adaptation, cities, and new work," *Review of Economics and Statistics*, Volume 93, Number 2, May 2011.