

University of Ruhuna- Faculty of Technology
Bachelor of Engineering Technology Honours
Level 3 (Semester 1)

TCS 3131 Human Resource Management

Case Study Discussion

The Impatient Trainer

Janakee Himali, a new word processing employee at the Sri Lanka National Bank got the job by responding to an advertisement stating “no experience necessary-will train.” She has been on the job for two weeks and is becoming discouraged about her training. Gamalath Bandara, her supervisor, believes that learning by observation is the best approach. He says, “Watch me. See how easy it is.” Highly skilled himself, he tends to be impatient and overlook her inexperience.

Frequently Janakee asks, “Could you slow down? I don’t understand.” Gamalath does slow down momentarily but is soon back to his rapid-fire explanations and shouting, “Haven’t I already told you how to do these things?” Janakee discussed her situation with a co-worker who emphasized that Gamalath is temperamental but the only person with knowledge that is adequate to do the training. Lately Gamalath is becoming more impatient and irritable. He believes in those explanations should not need to be repeated so often and thinks that Janakee should try harder to remember.

Janakee feels that she is doing her best and is convinced that Gamalath is actually hindering her ability to master job skills. She thinks, “I do want to keep this job and I know that Gamalath is competent. I just wish he could improve his training skills. May be I should tell him that he is hindering my learning and causing me to make needless mistakes.”

Questions:

1. Is Gamalath good or bad as a trainer? Why?
2. Should Janakee tell Gamalath how she feels about his approach to training? Explain your response.
3. What HRM problems is the bank facing?
4. How do you solve them?