

Jaypee Institute of Information Technology, Noida

Test 2 Examination, 2018

B.Tech IV Semester

Course Title: Human Resource Management

Maximum Time: 1 Hour

Course Code: 16B1NHS431

Maximum Marks: 20

Q1 Read the case carefully and answer the questions that follow:

3+3

Allison Clark was a reluctant supervisor. Fortunately, two of the three secretarial employees under her charge were very proficient. However, the third employee, Lenora Haskins, was another matter. Allison was white and all three of her staff were female minority employees.

Lenora had transferred into Allison's office some six months ago after proving to be a difficult employee in her field assignment. Rather than risk a fight with the union for firing her, the decision was made to move her to the 'front office'.

In Allison's view, Lenora was just a 'lump' with little personality, poor communication skills and very less involvement with her co-workers. After a three months orientation period, Allison wanted Lenora to learn some other tasks so that she could backup the other secretaries in the unit. Lenora's cross-training proved difficult for two reasons: (1) She did not get involved in the training process itself, consequently learning little, and (2) she resisted 'pitching in' to help others when the workload demanded it. At one point, Allison talked to her about her unwillingness to help out. Lenora countered that she felt she was being taken advantage of and paid improperly for the work she was being asked to do.

Ted, the department's personnel officer, was concerned that the union might file a grievance on the issue of Lenora's being in the wrong job classification. He suggested giving her a temporary adjustment, to be made permanent on her performing successfully. Allison agreed. Ted, also a minority employee, explained the decision to Lenora and gave her a pep talk about working hard now to have things pay off later.

However, his message did not seem to get through. Three weeks after his meeting with Lenora, one of the other secretaries complained to Allison that Lenora was not helping on a major project. In-fact, the secretary had asked Lenora for help on several occasions. At one point, Lenora outright refused.

1. What kind of problem exists: supervisory or, motivational or both?

2. What steps should Allison take to address the problem?

Q2 Suppose you are going to design a training programme for newly hired first-line sales managers. Results from the needs assessment indicate that they will need training on (i) company policies and procedures and (ii) handling customer complaints. What training methods would you choose? Explain your choices.

2+2

Q3 Performance appraisal is important to reinforce a performance culture. How is it beneficial from both employer and employee perspective?

2+2

Q4 Identify specific executive development technique most suitable for each of the statements listed below:

3

(a) To promote self-awareness and its impact on others.

(b) To assist managers in expanding their outlook and knowledge in various functional areas.

(c) To translate theoretical knowledge into actions plan and to promote good human relation skills among trainees.

(d) To develop smart thinking, quick reactions, initiative, organising and leadership skills.

(e) To promote situational judgement and social sensitivity.

(f) To aid succession planning by developing the skills of juniors according to pre-set plan.

Q5 Short Notes

(a) Training pitfalls

(b) Demerits of case study method

1.5+

1.5