



Eastern University, Sri Lanka

Faculty of Commerce and Management

Final Year- Second Semester Examination in BBA Specialization in Human Resource Management 2009/2010 (August, 2011)

HRM 4212 Human Resource Development

Answer all questions

Time: 02 Hours

01) Case study :Retired on the Job: Career Burnout or the Non-motivated Employee?

Cathrine Brun, the newly appointed manager of Pentium Corporation's Production Control and Methods Improvement Division, faced a rather perplexing personnel problem. One of the long-time employees of his division, Ravi Sanker, was not performing his job properly. In questioning subordinates, Cathrine learned that Sanker had not performed any real or substantive work for years. Furthermore, his current job actions were a source of embarrassment to the entire division. 'Hangover Sanker' was observed to arrive at work approximately 45 minutes late each morning and proceeded to begin the work day by attempting to recover from the previous evening's outing with his friends.

Sanker's method of recovery appeared to involve (1) reading the paper for about an hour while smoking and drinking coffee; (2) "office hopping" with his coffee cup in order to visit, talk, and interact with his many friends who were employed within the division; (3) a two-hour, lunch break; and (4) an afternoon nap while secluded back in his office.

Cathrine had expected the employees of his division to resent Sanker's behaviour and obvious poor or non-performance. Thus, he was quite surprised when he learned that Sanker was almost universally liked and considered somewhat of a folk hero among non-supervisory employees. Therefore, Cathrine decided to thoroughly investigate Sanker's case before taking any type of personnel action.

From company records, Cathrine learned that Sanker had been employed by Pentium Corporation for twelve years. He began his employment with the firm as an internal management specialist. The duties of this position involved the development of methods improvements to facilitate both management and manufacturing operations. Initially, Sanker was quite successful in this position. His performance appraisals routinely cited him for both his ingenuity and complete understanding of the complex production control systems used by the firm. Sanker was credited with the introduction of new work procedures that lessened both worker fatigue and industrial accidents. Additionally, several of his suggestions resulted in substantial improvements in product quality within the manufacturing department. Recognizing this performance excellence, the firm promoted Sanker once and issued to him several cash bonuses during his first five years of employment.

During his seventh year of employment, Sanker was being considered for a supervisory position within the division. Everyone was surprised when Pentium's top management finally decided to fill this supervisory vacancy with another employee from the Research and Development group. Sanker appeared to accept this career setback with some degree of indifference. He still seemed to exhibit his friendly and engaging interpersonal style that had won him many friends within the division. Yet six months later, a project he was assigned to direct seemed to "never get off the ground" because of his failure to exhibit proper levels of

leadership and enthusiasm when dealing with other project analysts. Subsequent job assignments also revealed a substantial deterioration in performance. Sanker's failure to consider a variety of relevant variables in his work assignments resulted in the development of non usable work methods and production control techniques.

Sanker's superior noted that Nisalage appeared to be drinking heavily during this period and was said to be experiencing marital difficulties. This pattern of poor performance, tardiness, and alcohol abuse continued to the point where Sanker's superior was afraid to assign him projects of any real significance. Therefore, Sanker was either given small, non-critical work assignments or no work at all.

Questions:

- a. What are the underlying causes for Sanker's job performance? (Marks 10)
- b. Who is responsible for the current state of Sanker's job performance? (Marks 15)
- c. Should Cathrine have taken action much earlier? (Marks 15)
- d. What should Cathrine do now? (Marks 20)

(Total Marks 60)

- 02 a. Define 'Human Resources Development' and explain its important for an organisation to gain competitive advantages. (Marks 04)
 - b. Briefly, explain the framework of Learning Organisation and give an example for the application of learning principles? (Marks 06)
 - c. What are the key factors to be influenced for deciding career? Discuss with examples. (Marks 10)
- 03 a. How do you use the four HRD stages for Organisational renew and explain? (Marks 04)
 - b. Training is not an important if you are committed.' What is your view about this statement as a student of HRM? Explain. (Marks 08)
 - c. What do you mean by 'soft skills'? Is it relevant to the HRD? if yes, prepare a proposal to include soft skills for our undergraduate programme? (Marks 08)