

Birla Institute of Technology and Science, Pilani (Rajasthan)

First Semester 2015-2016

Mid-Semester (Closed Book)

Course No. : MBA C320

Course Title : Managerial Skills

Date : 08/10/2015

Max. Marks: 25

Weightage : 25%

Duration : 90 min.

“The job of a professional manager is not to like people. It is not to change people. It is to put their strengths to work.”

- Peter Drucker

1. You are a Human Resources (HR) Assistant working in the HR Department of a busy St Stephen's Hospital (Owned and managed by Christian Medical Trust of India) in Delhi. Your role is to carry out administrative tasks to support the HR activities required at CMTI. You organize and support recruitment, book training courses, provide secretarial support at disciplinary investigations and keep personnel records for all medical and nonmedical staff up-to-date including pay and conditions information. You report to one of two HR Managers who in turn report to the HR Director. Your manager is Sindhu Rajan.

The new induction training course is up and running and has been very well received by attendees and departmental managers alike. You have scheduled all the courses for the 12 months ahead and the company providing the training has little spare capacity to deliver any extra courses. St Stephen's has recently appointed 8 new nursing assistants who are all due to start over the next month or so. First thing this morning, you received a call from the Head of Nursing, Sophia Christopher requesting that all the eight new nursing assistant starters be induction trained within two weeks of beginning their employment. Your problem is that all the induction courses for the next 3 months are fully booked. You explained this to Sophia, but she was adamant that these nursing assistants need to be given an immediate, good quality induction to the hospital so as to build their loyalty to the organization and hopefully reduce turnover amongst that group. You said to Sophia that you would have to look at the situation in more detail and that you would call her back later this morning. Since then, having spoken to Sindhu, the decision is that the nursing assistants require no special treatment and that you will book all 8 of them on the next available courses in 4 month's time. Now you need to convey this to Sophia. You have the following four responses/options.

- A. Apologize to Sophia for the fact that you can't fit her staff onto the course over the next three months. Offer to monitor the courses and notify her immediately if there are any cancellations and say that her staff will be top of the list for any spaces that become available.
- B. Tell Sophia that her staffs are no more important than any others at the hospital and that they will have to be slotted into the courses when there are spaces in a few months time.
- C. Apologize to Sophia and say that you have allocated places to her new starters on the first available courses, explain that you have reviewed all the attendees on the course over the next three months and you are unable to reschedule any of them.
- D. Apologize to Sophia and explain that there are no places available. Suggest that she do some one-to-one induction sessions with the new starters herself.

Review each of the above responses/options and rank them (1 as the most effective response/option to 4 as the least effective response/option) and also provide appropriate justification for the rank assigned. Use the following format while answering. **(4.0 Marks)**

Response/Option	Rank	Justification/Reason for Ranking
A		
B		
C		
D		

2. Ramanuj had just returned to his office and he was exhausted. He felt as if he had been talking to himself for the past hour. As the new manager of the Chennai branch of the Fidelity Savings, he had wanted to share his plans for the next six months with the staff and hear what they thought of them. He might as well not have bothered, because all he had heard were polite murmurs. At the Mumbai branch where he used to work earlier, everyone would have pointed out problem areas, offered suggestions and joked about the waiter's uniform he had worn to the meeting. He had wanted to use a little humor to make his point about serving customers better, but nobody in this group had said a word. He still could not believe it. Was there so little response because he was so much younger than the people he would be supervising?

When he was offered the opportunity to manage Chennai branch after five years as an assistant manager (Mumbai branch), he had been enthusiastic and full of ideas for improving the branch, which everyone in the organization saw as a problem. Turnover (labor) was high and profits were low. Chennai's branch previous manager has retired after thirty years in banking. Known for his temper, he had always bragged about "running a tight ship" and cutting costs to the bone. Turnover (labor) was high because people disliked working there. Those who stayed had learned to keep their ideas themselves. Changing these employees into the kind of team Ramanuj had in mind was going to be a challenge.

- A. In what stage of (team) development were the Fidelity Savings workers before Ramanuj's arrival at Chennai branch and after his meeting? Support your answers by quoting specific facts from the case. **(3.0 Marks)**
- B. What might Ramanuj do to start his team on the path towards becoming an effective team? **(4.0 Marks)**
- C. Can you identify some of the values held by the team? Did Ramanuj help or hinder the development of trust in the team by wearing a waiter's uniform and behaving in a radically different from the previous manager? What do you think so? **(4.0 Marks)**

3. Briefly explain the following **(2.0 x 5 = 10.0 Marks)**

- A. "Goes on walkabout"
- B. Sequential stage for building relationship with subordinates
- C. Five things a good supervisor shouldn't do
- D. The prudence trap
- E. Characteristics of good BHAG

*****END*****