
The Basic of HR Management

Assignment 1

Total Marks: 30

Q:1: Short Questions:

(21)

- I. What is emotional intelligence?
- II. Discuss extrapolation and indexation techniques for staffing?
- III. What is job analysis? How it is performed?

Case Study

(09)

As the Director of Human Resources for KBH Convenience Stores in New York, Virginia Todd knew that she had her work cut out for her. Company management was moving forward with a goal of opening ten new stores in 12 months.

KBH already employed 480 people in 35 stores across the state in addition to the headquarters staff of 31. Virginia knew that staffing the ten new stores would require hiring and training about 150 people. She felt that her own small office was inadequately funded and staffed to handle this task. She sat at her desk mulling over how to present a recommendation for her own staffing needs.

One of her concerns was broaching the subject with her boss, because she had not officially been told of the expansion plans. Virginia had learned about them through the office grapevine. While she did not like being kept in the dark, she was not surprised that she hadn't been told. Glenn Sullivan, the president of KBH, was noted for his autocratic leadership style. Virginia had been warned early on that Glenn told his managers only what he wanted them to know and that he expected everyone who worked for him to follow orders without question.

He was not an unkind person, though, and Virginia got along with him well enough. She had never confronted Mr. Sullivan about anything so it was with some concern that she approached him in his office later that day.

"Mr. Sullivan," she began, "I hear that we are going to be opening 10 new stores next year."

"That's right, Virginia," said Mr. Sullivan. "We've already arranged the credit lines and picked out several of the sites."

"What about staffing?" asked Virginia.

"Well, I assume you will take care of that, Virginia, when we get to that point."

"What about my own staff?" asked Virginia. "I think I will need at least three or four more people. And we are already crowded for space so I hope you plan to expand the human resource office."

The Basic of HR Management

“Not really,” said Mr. Sullivan. “The new demands on the human resource staff will be temporary. It wouldn't be cost effective to hire and train additions to your staff that will only be cut the next year. I am counting on you to plan the expansion staffing within our current proposed budget allowances for the human resource department. It may require some reallocations but I'm sure you can handle that.”

Questions

What should Virginia do?

Can you put an effective argument together for Virginia to convince Mr. Sullivan she needs additional help?

Have you dealt with any similar situations, where you needed help but were unable to convince the higher-ups that it was necessary?
