

ANAND INSTITUTE OF HIGHER TECHNOLOGY

Approved by AICTE, New Delhi. Affiliated to Anna University, Chennai

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Department of Master of Business Administration (MBA)

Dr. S. Krishnakumari published a case study titled **“Managing Feedback and Continuous Improvement in HR Practices: Case study on Journey as a New HR Practitioner.”** This case study is used for second year MBA students for Human Resource Management course.

CASE STUDY 14

Adhi, a newly recruited HR practitioner fresh from school, was assigned the responsibility of conducting the organization's orientation program within his first month on the job. During this time, he also had to orientate a new employee, Robert. Due to a mentor's absence, Adhi couldn't make an official introduction for Robert to meet with his mentor as part of the buddy system, which was optional in the organization.

Robert expressed a genuine request for a buddy, which caught Adhi by surprise, as no one else in the organization had made such a request before. Adhi sought clarification from his manager, Jean, and learned that the buddy should preferably be from Robert's department. However, due to his busy schedule, Adhi forgot to follow up on Robert's request promptly.

One week later, during a lunch gathering, Robert confronted Adhi angrily about the unmet buddy request. In the heat of the moment, Adhi mistakenly thought Robert was joking and did not admit to his forgetfulness. Realizing his mistake, Adhi promptly apologized and promised to find a buddy for Robert. Eventually, Sam was assigned as Robert's buddy.

Later on, during a feedback session with Robert's manager, Adhi was present to address the issue. Robert expressed his dissatisfaction with Adhi's management of the buddy system and claimed he was not properly introduced to his mentor. Adhi attempted to explain the situation and assured Robert that he would work on improving the system based on his feedback.

Despite Adhi's efforts, Robert remained unhappy and continued to voice his grievances in front of his manager.

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QUESTIONS:

1. On an HR practitioner point of view, what should Adhi do to resolve the issue?
2. Robert is very unhappy with Adhi and holds it against him even though all has been done and followed up. What should Adhi as HR do to resolve this and should Jean, as Adhi's manager do something?
3. What role does Robert's manager play in this issue and should he be implicated?

SOLUTIONS

1. Adhi was new to the job, therefore he himself was in the process of getting oriented to the job. However he did falter by not taking the buddy request by Robert seriously. This was probably the only mistake that he committed....for which he later apologized.
2. As an HR practitioner, Adhi should let Robert know the whole situation and apologies, which he does. As far as Robert's manager is concerned, it is up to Robert whether he wants to implicate him or not. Implicating him will only complicate the situation which is not needed.
3. As for Robert, he should get a life and move on in the organization rather than harping on a single fault by Adhi. It is understandable that he felt disappointed by the firm, but he should consider the fact that in an organization sometimes these lapses happen. That is not to say it doesn't matter but after Adhi apologized, he should forgive. Fair enough, he complained about Adhi, I think Jean should just warn Adhi, as he is new. Also, Jean should make sure Adhi goes through the necessary procedure and knows them well, lest he should repeat such a mistake.