

SECTION – C
(Compulsory)

(1×15=15)

Note : Answer to the question should **not** exceed **six** pages.

10. Case analysis.

Ram is a draughtsman and, in the opinion of his supervisor, a very able and conscientious highly skilled worker. Indeed his annual merit ratings were much better than the average for other draughtsman and he had been given special increments in the past. He seems to be satisfied with salary and other terms and conditions. Ram is friendly with his fellow draughtsman and is respectful in his attitude, towards the drawing office supervisor.

Ram has become a problem man of late. He comes late two or three mornings every week. Though he may be only five to ten minutes late to reach the company, he shows up at the drawing office only after twenty minutes. The drawing office employees do not punch cards. The seating arrangement is such that any one absent, coming late or leaving early, gets noticed immediately. Since most of the draughtsman arrive on time, Ram's late coming stand out sharply. Almost all his colleagues like Ram. However, several of them have mentioned to be supervisor about this habit of Ram. They say it is not fair to let him get away with it. Some of them even asked that, if Ram can come late, why should they also not have the same privilege. Other who did not get special increments like Ram due to their lack of skill and ability, sarcastically commented, that they were not considered for special increments only because they were coming to work on time.

The supervisor believes that he has tried everything to persuade. Ram to improve his behaviour. He has talked to him about this four or five times. Ram says that his train is usually late and he is victim of circumstances beyond his control. The supervisor warned him that if he does not come on time in future, his increments, will get affected. Ram feels that this will be unfair to him and he may be forced to look for other organization. The drawing office supervisor checked with one of Ram's former employees about this regular late coming but his records shows no such problem when he was with them. The supervisor discussed the matter with the Personal Manager and sought his advice and assistance.

Questions :

- How will you react if you were the Personal Manager ?
- What is your advice to the Supervisor ?
- What communication technique you advise ?