

**Q.1** Question is aimed at assessing your ability to analyze, interpret and articulate in a typical work situation. You will be assessed on the basis of objectivity of your analysis and interpretation, and practicality of your articulation. Besides, you are also expected to demonstrate innovative orientation in your analysis, interpretation and articulation.

Situation: Diagnostic Analysis of Training Culture

Making training a worthy event is what everyone wants but leaves it to others. Trainers often blame the lack of trainees' motivation to learn and commitment to improve; Trainees almost always shift the responsibility on the trainer's knowledge and style. Whether this conflict can be resolved is not that important as much as diagnosing the real problems associated with deteriorating training effectiveness. A rather candid analysis of prevailing ground realities will allow better perspective.

The prevailing training environment in our world of work has unfortunately become overly commercialized. Here it must be made clear that the word 'trainer' in this article implies training provider and includes the resource person (facilitator) as well as the training setup responsible for imparting training. Trainers measure success of their training initiatives mostly in terms of financial returns rather than intellectual development, and hence give more emphasis on customer satisfaction (trainees' immediate reaction) instead of the intellectual substance necessary to create learning. Moreover, they tend to design curriculum that best suits their convenience rather than the learning needs of their training participants. Training suffers a further blow when the trainers become detached from the real world of work and lose sight of the ground realities.

Similarly, trainee-organizations consider training more of a compulsive expense rather than investment in human resource development. In most cases, they use training as an incentive to reward select employees and ignore the linkage between training agenda and employee learning needs. Thus, they fail to counsel the nominee employee prior to attending the training and/or encourage him or her to bring the learning back to work. This scenario gets even worse as we see that most of the jobs are designed in a way that actually inhibits creativity, innovation and change. Likewise, employees' career growth decisions also do not take into consideration the learning factor - the most it considers is attendance by way of completing mandatory training hours in a year or getting an additional degree without regard to its validity to the work environment.

It would be unjust to highlight the displacements at the level of the trainers and trainee-organizations and not discuss the dysfunctional attitude of trainees in general. Regrettably, trainees themselves are equally responsible for the deterioration of training effectiveness. To our understanding, even before an outsider unleashes the power of motivation to facilitate and augment learning, the students must have it inside – the urge, the commitment and the responsibility. Unfortunately, the overly grade centric education system and the ritualistic orientation towards degrees and certifications are the major factors responsible for encouraging displacement amongst our trainees.

Required:

Identify the areas you agree and disagree with.

Articulate your own recommendation for bring about improvement in this area.

**Q.2** In the last two decades many cultural values have changed, some rather drastically. Briefly describe the impact of these changes on:

- Human Resource Management
- Participation of women in the workforce
- The aging of the workforce and the general population

**Q.3 Prepare the Job Description of a Regional Manager of a large size Commercial Bank.**

**Q.4 Mention five types of non-monetary incentives to motivate employees. Give a brief description of each.**

**Q.5 Most Pakistani Organizations have a long way to adopt World Class HR practices. Mention at least 5 factors, with brief descriptions, which hinder professionalism in the HR practices in our organizations.**

**Q.6 If a bank opened a branch in a distant city, what activities would the HR department need to undertake before a fully operational and staffed branch was ready for business?**

**Q.7 Suppose you were asked to design a training program to ensure that supervisors performed more accurate performance appraisals. Describe the key topics you would include in the training program.**

**Q.8 Suppose you are assigned to create a companywide employee communications program for building a positive organization culture. What approaches would you suggest?**

**Q.9 Make out a list of competencies that an HR professional should possess to meet the emerging challenges of the organization and the society to perform his or her role effectively.**

**Q.10 If your Boss asked you to serve on a committee to develop a performance appraisal system for evaluating the officers' category, what performance criteria would you identify? Of those criteria, which ones do you think are most likely to determine an officer's success?**