

**THE INSTITUTE OF BANKERS PAKISTAN**  
**ISQ Examination (Winter-2011)**  
**Strategic Human Resource Management**  
**Associateship**

**Q.1 A) Please write the alphabet of the selected choice in the answer column:**

**Q.1 B) State True or False in the answer column. Give brief reason for your selection in the space provided below the question:**

**Q.2 Match the given terms to their relevant definitions. (5-marks)**

**Title Terms:**

- I. human capital**
- II. succession planning**
- III. HR Scorecard**
- IV. Strategic Management**
- V. On boarding**

<b>Sl.#</b>	<b>Definition Statements</b>	<b>Title Terms</b>
<b>1</b>	<b>A process whereby an organization ensures that employees are recruited and developed to fill each key role within the company.</b>	
<b>2</b>	<b>The collective sum of the attributes, life experience, knowledge, inventiveness, energy, and enthusiasm that its people choose to invest in their work.</b>	
<b>3</b>	<b>Measures the HR function's effectiveness and efficiency in producing employee behaviors needed to achieve the company's strategic goals.</b>	
<b>4</b>	<b>The process through which new employees learn the attitudes, knowledge, skills, and behaviors required to function effectively within an organization.</b>	
<b>5</b>	<b>What an organization does to achieve its mission and vision.</b>	

**Q.3 Describe the following term briefly:**

- A) Learning organization**
- B) Succession Planning**
- C) Corporate Strategy**

**Q.4 A) What are the advantages of having Strategic HRM approach in the organization?**

**Q.4 B) What are the differences between Traditional HRM and strategic HRM? What must HR do to be a true strategic partner of the company?**

**Q.5 A) How might a manager go about identifying the skills that the company will need in the future?**

**Q.5 B) How would one develop HR as a value added function?**

**Q.6 A) Explain objectives of compensation strategies. Explain any two compensation strategies?**

**Q.6 B) Explain how HR can be instrumental in helping a company create a competitive advantage?**

**Q.7 Most Pakistani Organizations have a long way to adapt World Class HR practices. Mention at-least 5 factors with brief descriptions which hinders professionalism the HR practices in our organizations.**

**Q.8 Mediating Morality – A case study:**

**This case examines how employee diversity can affect the overall performance level of teams, departments, and organizations. In this scenario, an employee who has an alternate lifestyle claims this is why his coworker is complaining about him. The coworker staunchly disputes this claim. The Human Resource Manager is attempting to assist the two workers in resolving their differences. His ultimate goal is to redirect the attention of these employees back to achieving the established goals of the organization.**

**The case stresses the importance of understanding diversity in the workplace. Diversity surrounds each of us every day in the working environment. The differences in people must be acknowledged. Employees must be encouraged to gain appreciation for the many positive aspects diversity has to offer.**

**Prepare a report, which thoroughly responds to the following questions:**

- A. What does diversity mean to you?**
- B. How did this diversity exposure affect the working environment?**

- C. What positives do you find in diversity?
- D. What negatives do you find in diversity?
- E. How can dealing with diversity in individuals be made easier?

**Q.9** Defend this statement:

“The business environment now makes human resources one of the few enduring sources of competitive advantage for many firms”.

**Q.10** What is meant by the statement: “Integration is a key part of the process of developing a Strategic HRM perspective”? How would you go into the process of integrating HR into the strategic planning process of a firm?

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