

1. What is Social Capital and why is it significant for an HR manager?
2. State the reasons for having a comprehensive HR Information System (HRIS). Explain the popular application of HRIS. Which one do you think is most productive and why?
3. Mention FIVE types of incentive systems to motivate employees with brief description.
4. Research suggests that interesting jobs and good pay are the two factors in jobs that are most important to people and contribute to employee motivation. Discuss.
5. If your Boss asked you to serve on a committee to develop a performance appraisal system for evaluating the officer's category, what performance criteria would you identify? Of those criteria, which ones do you think are most likely to determine an officer's success.
6. Briefly write the Generic job description for human resources officer.
7. Waseem Industrial is a small auto parts manufacturer located in Karachi, Pakistan. It employs 100 people and its workforce is nonunion. Due to increased competition in the automobile industry, the company's managers anticipate a permanent reduction in the demand for Waseem Industrial's products. They have decided to lay off 15 production workers. The company has never experienced layoffs and at present has no policy that governs how a layoff should be conducted.

Top managers have told Mr. Iqbal, the manager of the production department, to retain the best performers. Mr. Iqbal examined the performance appraisals and production records of all 60 employees in his department and drew up a list of 15 employees to lay off. Many of the top performers have been working for Waseem Industrial for only one or two years.

Mr. Shahzad has been employed as a machine operator for 20 years. Although Mr. Iqbal has always given Mr. Shahzad good performance evaluations, he now informs Mr. Shahzad that he is on the layoff list and that his job performance is marginal. Mr. Iqbal also explains that he gave good evaluations to in the past only so that he could receive higher pay increases. Mr. Iqbal is very upset about losing his job and is thinking about taking legal action against Waseem Industrial.

- A. Does Mr. Shahzad have good reason to take his case to court?
- B. Did top management handle the layoff correctly? Please justify your opinion.

C. What could Mr. Iqbal have done differently to avoid potential litigation (a dispute before the courts)?

### 8. Incentives at Hotel Fairyland

Ahmed and Khurshid owned and operated the Hotel Fairyland since it opened in 1993. Ahmed was in charge of human resources and finance, preferring office work; Khurshid ran hotel operations, including housekeeping, foods and beverages. Ahmed was often heard to say, "I believe in paying people for what they do, not for how many hours they work." And his brother, Khurshid, agreed with him wholeheartedly. Their management philosophy was expressed through a variety of incentive plans that Ahmed designed himself. Although he was firmly committed to the use of incentives, Khurshid hired a management consulting team to make recommendations about the compensation program.

To help the consultants, the owners wrote down the major features of each incentive program. Their notes were as follows:

- Executives will not hold any share in the Hotel but get 1 percent of the profits each quarter.
- Every time occupancy reaches 95 percent, hourly employees get additional Rs 100/- per day.
- Housekeepers are paid the minimum wage plus Rs 50/- for each cleaned room that meets the hotel's "20-point checklist."
- Reservationists are also paid the minimum wage but get Rs 20/- extra for each reservation they book.

A. What problems do you see with incentives for (a) executives, (b) hourly workers, (c) housekeepers, (d) reservationists?

B. If you were a member of the consulting team, what incentives would you recommend for each group to keep the employees motivated.