

ISQ Examination (Winter-2012)
Strategic Human Resource Management – Associateship

- Q. If Awami Bank desires to open a branch in a busy Commercial area, what activities would the HR department need to undertake before making it fully operational?
- Q. Prepare the Job Description of a Customer Relationship Manager of a large size commercial bank.
- Q. a. Explain at least two benefits of HR Information Systems.
b. Also explain the strategy of its smooth implementation in a mid-size Bank.
- Q. Zindabad Bank is Pakistan's premier banks and one of the largest banks in the South Asia region. Asghar Ali is the bank's president and the groups chief executive, and believes that the bank's competitive advantage comes from the degree of autonomy that branch managers have. The bank's 30-plus years of developing its branch network throughout South Asia has allowed it to achieve a return on equity that has been above average.

Zindabad Bank's branch managers can choose their customer and product offerings, and can set staffing numbers and decide salary levels at their branch. All customers are the sole responsibility of the branch---even large global companies like Unilevers and Shell are managed by a branch. Each branch is benchmarked against each other on branch performance, as measured by a ratio of costs divided by revenues. Underperforming branches are counseled by regional offices, and there are strict geographical boundaries to stop predatory competition among its branches. Its staff is a relatively small percentage of what their competitors have, and the bank's flat management structure and emphasis on personal responsibility and consensus approach is well suited for the South Asian culture.

This 130 year old bank has proven it can be successful in the industry, and Asghar Ali wants to continue to build the learning organization they've started.

- a. What are the advantages of the bank's structure?
- b. What are the disadvantages of the bank's structure?

- Q. As part of effective human resources management, Roshan Bank established an employee performance review process. The process designed to facilitate the continued growth and success of the bank by ensuring that employees' work performance not only contributes to the attainment of the bank's objectives but also allow employees to develop to their full potential.

The Performance review program at the bank is considered as a continuous process through out the year and comprises of three principal phases:

- Phase I – The Annual work plans: New work plans are agreed with the staff member by the end of August each calendar year.
- Phase II – The Performance feedback: Ongoing feedback, together with a more formal meeting with the staff member, takes place by the end of December each year to review progress to date and update the work plan for the balance of the review period.
- Phase III – The Performance review: Formal performance review interviews are conducted during July each year and cover the complete review period. Completed work plan and performance review forms are to be forwarded to Manager, Training and Development, by the end of September each year.

HR Department has been advised by the top management of Roshan Bank that the current performance review system is not giving the desired results. As an HR professional, what suggestion will you give to improve the Performance Review System at Elite Bank?

- Q. Qaumi Bank has been facing a severe employee turnover during the past three years. The Bank's annual turnover rate is nearly 20 percent among executives engaged in consumer and retail banking and 25 percent amongst relationship managers. Salary surveys repeatedly showed that the Bank's pay levels are 10 to 12 percent above those for comparable jobs in the labor market. The fringe benefit program, if not as impressive, was competitive enough. Employees received paid vacations and holidays and bonuses twice a year during for Eid. Some employees had reservations regarding the fringe benefits offered by Qaumi Bank, but the number of such employees was low.

To make the bank's problems worse, it operated in a competitive labor market. Thus jobs some times took weeks to fill. To hire specialized people almost always meant recruiting them at much higher salary.

- a. What role does a fringe benefit program plays for the motivation of employees?
- b. In your opinion, what changes can be made in the Bank fringe benefit program to make it impressive?

- c. To overcome the Bank's recruitment problems, what other changes you suggest?

Q. Ambreen is the HR head of Yekjehti Bank. Aman, the product manager of car loans, have asked for a meeting time to discuss a work related problem. During the meeting, Aman discloses that he has been facing remarks and non-cooperative behavior from his colleagues due to the fact that he is a single father. He discloses to Ambreen that he and his wife parted ways two years ago and he has the sole custody of their 5 year old daughter.

Although raising a five year old along with a demanding career is not an easy job, Ambreen knows that Aman has struck the perfect balance between the two and this is evident from his excellent performance at work and the confident and well behaved disposition of his child. Aman feels that due to his alternate lifestyle, his colleagues create problems for him and often complain about him. Ambreen promises to resolve the issue. As an HR head, she firmly believes that employees must be encouraged to gain appreciation for the many positive aspects diversity has to offer.

- 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?
