

- Q.1 What are the various factors that need to be considered for successful implementation of a human resource information management system in an organization? (5-marks)
- Q.2 Elaborate on the ways in which HRIMS can be used to enhance the strategic HR planning of organizations. (5-marks)
- Q.3 Azam, the HR head of Taleem Bank has just come back from a strategic meeting. The meeting discussed the bank's financial performance and the local and global economic situation. The meeting painted a gloomy financial position of the bank and downsizing seems to be a viable option for the bank at this point in time. Azam has been instructed by his Management Committee to reduce the labor costs either by reducing the number of people or by the salaries being paid to them or both.
- A. Explain any five options of downsizing that the organization can utilize. (5-marks)
- B. What are the ways in which Azam can actively address the morale issues? (5-marks)
- Q.4 Nasir Farooqui is the HR head of Jamhoori Bank. He is reviewing the performance data of his sales team and he is disturbed by what he sees. Nasir notices that his sales force is not working at their full capacity. In fact almost consistently, they are only achieving 75% of their targets and when they hit that mark, they just stopped working.

Unhappy about the performance, Nasir seeks a workable solution. He does not want to confront the employees. Rather he proposes the following to them. He decides to set their new sales targets 10% higher than the original. If the sales force reaches this new standard, each employee would receive a 10% increase in his sales commission. And although the new target was as per an eight-hour work period, employees could go home whenever they finished- still receiving the 10% pay increase. However, Nasir stipulated one thing: that ethics and quality was not to be compromised at any cost.

- A. Do you think this new strategy will work? Please give reasons to support your answer. (2.5-marks)
- B. What would have been your strategy if you were in place of Mr. Nasir Farooqui? (2.5-marks)
- C. Give three advantages and two disadvantages of this new strategy? (5-marks)

- Q.5 A leading nationalized bank has been de-nationalized by the new government and will start operations as a private bank from July 1st, 2013. A cultural change is expected from the new management.

What are the strategic steps that you as the new HR Head, will take to change the culture of a decades old institution? (5-marks)

- Q.6 'Ahmed,' said supervisor Talha, 'would you stop by my office about 15 minutes before you leave? I want to give you your annual performance appraisal.'

Ahmed had forgotten that it was that time of the year again but he was looking forward to the meeting because he wanted to discuss some new performance standards for his job. Also, he was slightly worried about the appraisal because he didn't think his performance had been up to par over the past year.

Promptly at 5.45 pm, Ahmed knocked on Talha's office door and was asked to come in. As he sat down, Talha began, 'I have filled out your performance appraisal, so why don't you go through it and sign it. You'll see that I have given you excellent ratings on all the factors but everyone in the team got excellent ratings this year. I was really impressed with how everyone pitched in to get the Ittehad syndicate project out this month. That project was really important to the bank. I don't have anything else to add. Just keep up the good work and I'll get you a good raise.'

Ahmed looked the appraisal over and signed it. He could tell Talha was really busy so he thought he had better leave. Besides, he didn't want to ruin his chances for a salary increase. However, as he left the office, he felt disappointed with the interview.

- A. Place yourself in Talha's position and develop a checklist to conduct the interview effectively. (5-marks)
- B. As an HR Manager at the bank, what strategic initiatives can you take to avoid situations where appraisals are treated as a mere formality or are based on a recent success? (5-marks)

Q.7 If your boss asked you to serve on a committee to develop a performance appraisal system for evaluating the manager's category, what performance criteria would you identify? Of those criteria, which ones do you think are most likely to determine a manager's success? (10-marks)