

Q.1 Unless there is a reduction in the workforce, any vacancy occurring within an organization will eventually be filled with a placement from outside. Elaborate on the various sources available to an organization for external recruitment.

Q.2 XYZ Commercial Bank has been successful in implementing an organizational culture with strong values. The management has now decided to take over another smaller bank and merge the staff of both organizations.

What is the role of HR management to ensure that the transition is smooth and that the organizational culture is equally accepted by the merged staff?

Q.3 You are HR manager of a foreign bank having 6 branches across Pakistan and largely serving corporate sector. The senior management of your bank decides to enhance business and acquires a private sector bank which has a network of 120+ branches. Discuss any 5 challenges that you can foresee as an HR manager.

Q.4 Ahmed is employed as a senior manager in the HR Department of Yakjehti Bank. One of his responsibilities includes random viewing of reimbursements that have been submitted by employees who have visited other cities in connection with bank's work. By chance, Ahmed pulled a falsified claim that has been submitted by a colleague, who also happens to be Ahmed's best friend, Raza. Ahmed decides to confront Raza with his findings. Raza replies, "Sure the claim is falsified. Everyone does it, its no big deal!" Ahmed is shocked to hear this and politely requests Raza to resubmit the correct reimbursement claim. Raza responds, "Look we all know that we work really hard but are not paid as per our effort. This is my way of making a little extra money. I think I am totally entitled to this so there is no need for a resubmission. I don't understand why you are making such a big deal out of it."

A. State the potential issues that can arise for Ahmed and Raza if this matter is not reported?

B. How can you resolve these types of ethical issues?

C. What other factors can push an employee to use unfair means to earn extra money?

D. How might the company's control system be designed to foster higher ethical standards regarding reimbursement claims and other issues?

Q.5 Awami Bank currently has around 250 employees. Mr. Raza recently took over as President of the bank. A short time after joining the company, he had a discussion with the HR director who was of the opinion that the pay of the salaried employees was very much a matter of individual bargaining. Blue collar workers were not a part of the problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 75 employees ranging in pay from that of the President to that of receptionist. A closer examination showed that 20 of the salaried employees were females. Five of these were front line managers and one was the HR director. The other fourteen were non-management.

This examination also showed that the HR director was underpaid and that the five female managers were paid somewhat less than any of the male counterparts. When questioned, the

HR director said that she thought that the female managers were paid a lower package mainly because they were women and because they supervised less skilled employees than did the male managers. However, Mr. Raza was not convinced that this was true. He decided to hire a compensation consultant to help him. Together they decided that all 75 salaried jobs should be in the same job evaluation cluster, that a modified job evaluation method should be used and that the job descriptions recently completed by the HR director were correct and usable in the study. The job evaluation also showed that the HR director and the five female supervisors were being underpaid in comparison with the male employees.

Mr. Raza was not sure, what to do. If he gave these four female employees an immediate salary increase which are large enough to bring them up to par with the male managers, he was afraid the male managers would be upset and the female managers might comprehend the situation and demand arrears of pay. The HR director agreed to take a sizeable salary increase with the no arrears of pay. So this part of the problem was solved. Mr. Raza believed that he had three choices relative to the other female managers:

- To gradually increase their salaries
- To increase their salaries immediately
- To do nothing.

- A. How do you think the company got into a situation like this in the first place?
- B. Do you think that the logic used by the HR director for lower package of female managers holds any weight?
- C. Which of the three options would you choose if you were in place of Mr. Raza? Please give a detailed explanation in support your answer.

- Q.6
- A. List ANY 5 reasons for having a comprehensive HR Information System (HRIS).
 - B. Explain any 5 popular applications of HRIS. Which one do you think is most productive?
- Q.7
- A. What are the most important trends affecting HR today? Explain any 2 with the help of examples.
 - B. How well do you think the HR managers are responding to these trends?