

THE INSTITUTE OF BANKERS PAKISTAN
ISQ Examination (Winter-2010)
HUMAN RESOURCE MANAGEMENT – BASIC PRACTICES

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

Q.2 (A) State True or False in the answer column.

B) Please answer the following questions:

- i) What information is typically found in a Job Specification?**
- ii) Why is it important to conduct pre-employment investigation?**
- iii) What is the employee's role in career development process?**
- iv) Do small companies need to develop a pay plan?**

Q.3 Discuss the limitations of followings types of employee performance appraisal in the context of a typical branch environment:

- Forced ranking,**
- Goal based, and**
- Personality based**

B) List down the steps you would consider in conducting employee performance interview.

Q.4 How to evaluate the return on investment in training is a question that is commonly asked of personnel at the Pakistan Society for Training and Development. The results-oriented business mentality places pressure to show that training offers a positive return on investment. The assumption, of course, is that the impact of training can and should be captured financially.

In severe contrast to this trend, Mega Pvt Ltd., a privately owned manufacturer of pumps and valves, takes to a much more qualitative, if not philosophical, approach to measuring training effectiveness. The company offers impressive educational opportunities. More than six dozen courses are offered in an on-site learning center. The facility cost the company Rs. 3 million to build and the education delivery amounts to Rs. 2.5 million in annual direct expenses and lost productivity. Asked to place a Rupees value on the return from the training, the chief executive simply points to the return in the form of employee attitude.

- i) What do you think is the best or most appropriate measure of the return on investment in training? Why?**
- ii) Evaluate the Mega Private Limited approach to evaluating training effectiveness. Do you agree with their approach?**

- Q.5** Write an essay on the emerging trends in human resource management and the consequential opportunities and challenges facing the organizations.
- Q.6** (A) Why is it important for a manager to be able to conduct a job analysis?
- (B) What are the negative outcomes that would result from not understanding the jobs of those reporting to the manager?
- (C) What are some typical on-the-job training techniques?
- (D) What do you think are some of the main drawbacks of relying on informal on-the-job training for new employees into their job?
- Q.7** (A) What are the some of the main things you would do to recruit and retain a more diverse workforce?
- (B) Why is Ethics important in following HR activities: Staffing, Performance Management, Reward and Disciplinary system?
- Q.8** A) Should the job evaluation depend on an appraisal of the jobholder's performance? Why? Why not?
- B) Explain how HR can be instrumental in helping a company create a competitive advantage?
