

**THE INSTITUTE OF BANKERS PAKISTAN**  
**ISQ Examination (Summer-2011)**  
**HUMAN RESOURCE MANAGEMENT – BASIC PRACTICES**

- Q.1** Please write the alphabet of the selected choice in the answer column:
- Q.2** A) The importance of human resource management to an organization can be categorized into three areas, viz. social, professional and individual.
- Describe the significance of human resource management for individual enterprise.
- Q.2** B) Human resource functions refer to those tasks and duties performed in organizations to provide for and coordinate human resources. These include a variety of activities that significantly influence all areas of an organization.
- State the functions of human resource management.
- Q.3** Human resource managers have a direct impact on company profits in a number of specific ways.
- State FIVE ways in which human resource managers impact company profits.
- Q.4** Recruitment involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. It is the process of finding and attracting capable applicants for employment.
- List and explain any THREE challenges and constraints of the recruitment process
- Q.5** There are two basic sources of recruitment: Internal and External. Compare internal and external sources of recruitment by providing at least TWO merits and demerits of each.
- Q.6** Orientation is the introduction of new employees to the organization, their work units and their jobs. Design a basic orientation plan for an HR professional.
- Q.7** List any FIVE basic purposes of training.
- Q.8** For the following scenarios, decide the best possible method(s) of training applicable and briefly justify the selection.
- A) 20 Branch Managers
  - B) Single Mechanic
  - C) 3 Astronauts"
- Q.9** Evaluation of training can be broken down into FOUR main areas. List and explain them.

**Q.10 List the FOUR methods of job evaluation.**

- Q.11**
- A) Why do most downsizing efforts fail to live up to expectations in terms of enhancing firm's performance?**
  - B) Briefly outline the reasons managers may feel reluctant to coach their employees.**
  - C) Outline the steps involved in a typical selection process. Also briefly discuss the effectiveness of structured interviews.**

**Q.12 ABC Industries, based in Karachi, manufactures coatings for transportation and other industries. ABC is a decentralized company with 16 different businesses. Although the businesses differ in many aspects, they share a need: to develop employees to fill the role of general manager, an important position within ABC. General management positions help employees build competencies needed for top leadership positions with ABC. Recently, senior executives of ABC have taken an aggressive approach to developing the company's future leaders by moving employees to new positions. For example, a sales position is now occupied by a human resource manager. A new plant manager was previously an experienced sales person. What's the reason for putting employees in motion, that is, moving them to new positions? ABC anticipates a significant need for leaders because of retirements and turnover. Replacements for these leaders are not available from the positions that are traditionally used to staff leadership positions.**

- A) ABC is relying on moving employees to new positions as a development strategy. What things should ABC do to ensure this is a successful strategy? Are other development activities necessary? Why?**
- B) What data on outcomes should be collected to monitor the effectiveness of ABC Industries' development program?**

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