

# THE INSTITUTE OF BANKERS PAKISTAN

ISQ Examination (Winter-2011)

Human Resource Management & Organizational Behaviour – Stage-II

## Section-I

### Multiple Choice Questions

Number of Questions: 30

Marks: 45

Allotted Time: 60 minutes

## Section-II

### Constructed Response Questions

Number of Questions: 8

Marks: 55

Allotted Time: 120 minutes

- Q.31** Human resource functions refer to those tasks & duties performed in both small and large organizations to provide for and coordinate human resources. Describe how do banks become more efficient with the help of HRM.
- Q.32** List any FOUR functions of HRM in an organization and state at least TWO key elements of each function for HR managers.
- Q.33** State any FOUR sources in which conflicts of interest arise in an organization. Illustrate how these sources are a possible threat to the organization.
- Q.34** Identify any FIVE components of the globally accepted standards for business ethics related to employees.

**Q.35** Following is the list of challenges faced in the selection process. Write the respective alphabet of challenge beside its matching example.

- A) Credential Distortion
- B) Ethical Challenges
- C) Supply challenges
- D) Organizational challenges
- E) Legal challenges

| Challenge (alphabet) | Examples  |
|----------------------|---|
|                      | Non-availability of a nuclear physicist for hiring by a nuclear plant   |
|                      | Hiring people who are close to the HR department (friends, family, etc.)  |
|                      | Mr. X claimed being an MBA from a top university of the country. After hiring, it was proved that the applicant was not truthful. This will be a cause of embarrassment for HR process. |
|                      | Organization may set X as the maximum amount to be spent on recruitment. A time frame of Y days may be imposed.   |
|                      | A female sued a company for firing her, and hiring a male resource at her place for no apparent reason.   |

- Q.36** Discuss the decision making process emphasizing on risk and management.
- Q.37** What is meant by HRM demand? Describe any **THREE** causes of the demand with reference to external challenges.
- Q.38** Mr. Saeed has been recently appointed as a HR Manager of one of the growing banks in Pakistan, After taking the charge he found out that employees are de-motivated and not happy with the current incentive plans. Employee turnover ratio was very high. However new salary plan was also recently introduced and commission for achieving deposit targets were also introduced. Mr. Saeed conducted an employee survey and received the following results.
- Inadequate training provided to employees
  - Employee selection was not on the merit basis.
  - Hostile environment created by the line managers.
  - Employees are discriminated on ethnic basis.
  - Sales people often did not return phone calls.
  - Customers complaints are on high side.
  - Opportunities for achievement in ranks are limited.
  - Inflexible working hours
  - Organizations Goals are not defined.
- A)** Should Mr. Saeed keep the current incentive plan or revamp them?
- B)** What would you do if you were appointed in place of Mr. Saeed to improve the compensation system that would improve employee's satisfaction?

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