

ISQ Examination - Winter- 2012
Human Resource Management & Organizational Behaviour - Stage-1

- Q. a. What are the essential components of a good HR department of a bank?
- b. How does an HR department contribute towards enhancing the quality of services in a bank?
- Q. A provincial bank has recently received license to open branches in the Punjab where it presently has no branches. The bank plans to open three branches in the next six months in one city and thereafter one branch in a new city in the province every two months till they have presence in ten cities of the Punjab.
- a. What forecasting techniques may be used to assess the HR need of the bank for branch expansion?
- b. What options does the bank have for meeting its short term and long term HR demand for the following positions:
- i) Chief Compliance Officer
 - ii) Teller
 - iii) Phone Banking Officer
 - iv) Branch Manager
- c. As the HR head, what further information will you ask your management, to assist in your forecasting exercise.
- Q. Ayesha receives an interview call from a renowned bank for a unit head role in the product development area. Having seven years of experience in the field, she was very keen to explore the opportunity with this bank. The recruiter gave her a call 30 minutes before the interview, which made her feel good, thinking that they were very interested in her profile. Her interview was at 10AM and she had reached the place 15 minutes earlier. Finally her turn came after an hour and a half (there were other candidates waiting for interview). It was a short ten minute meeting and the recruiter conveyed that the HR Manager was supposed to meet her but unfortunately he was very busy and will give her a call in the evening at around 6 PM. Ayesha had taken half a day-off for the interview and waited for the call in the evening for an hour but did not hear from them. Next day Ayesha followed up and the recruiter told her that he would check and give her a confirmation. It has been a month now and she has not heard from the recruitment team yet.

- a. Identify THREE strengths and THREE weaknesses of the recruitment team.
 - b. Identify FOUR possible reasons why Ayesha did not receive a call from the recruiter.
- Q. A Consumer Banking Officer (CBO) got a mid-year performance feedback from his supervisor. He was happy to know his rating, since his confirmation was based on this rating. During the review, his line manager shared with him the results he delivered during the last six months versus the target. The CBO managed to attain 80% of the target whereas the overall department was only able to achieve 55% of target. To his utmost disappointment, his line manager told him that due to the overall unsatisfactory performance by the department, the mid-year bonus has been held back. When the CBO asked about his confirmation, his line manager responded "How can I speak with the Head on this when the overall team performance is below par?"
- The motivation of the CBO is highly affected with this response and he has started his job search again.
- a. State FOUR guidelines that a manager should consider while giving feedback.
 - b. State FOUR guidelines that an employee should consider while receiving feedback.
 - c. If you were the manager how would you have conducted the performance evaluation meeting? How would you have responded to the CBO's question about confirmation. Draft a suggested response.
- Q. To make organizational process of achieving the goals more effective and efficient, managers may be required to go through exhaustive training and development. Do you agree with the statement? Support your answer with examples.
- Q. Tahira started working for Yekjehti Bank soon after her MBA. A competent person, Tahira was a quick and efficient learner and progressed steadily through ranks. In five years time, she is now working as Product Manager for personal loans. It is perceived that Tahira enjoys a great relationship with her boss, Anum, who is the Group Product Head and an alumni of the same university as Tahira.

Tahira has been on sick-leave for three months and can not bear the idea of going back to work. For the last two years, she had been suffering from acute digestive problems, which have prevented her from sleeping or planning any activity during her free time. The origin of these problems, according to her doctor, is clearly associated with work-related stress. Unable to take it any longer, she has decided, with difficulty, that at the end of her sick leave, she will resign and search for another job.

Tahira has explained to her doctor that she has a particularly difficult relationship with Anum. Everything was well for the first two years. Later, things began to fall apart between them. Although Tahira says she does not know how this happened, she insists that Anum tortures her with hurtful remarks about her pronunciations, subjects her to public humiliation, systematic denial as a person (speaking as if she was not there, pretending not to see her), etc. The frequency of these incidents was irregular. Some periods were quieter i.e., she was the victim of one or two such incidents per week; other periods were characterized by several such behaviors per day.

- a. What other options does Tahira have besides resigning from her job?
- b. What role can the HR Department of Yekjehti Bank play if Tahira reports this matter to them?

Q.

- a. What are the components that make-up organizational culture?
- b. Identify THREE factors that negatively affect organizational culture with examples.
- c. Identify FIVE factors that positively impact organizational culture with examples from the Pakistan industry.

Q. Azhar Abbas a teller with your branch, has been a good performer for the last three years. Three months ago he met with a minor accident where he broke his hand and could not work for one month. After he came back from his leave, his attitude towards work has been different. He is also more aggressive with his peers and at times abrasive with the customer. You, as the branch manager, decided that you will have a word with him but the next day Azhar did not come to work and you learnt that his mother has passed away and he has requested one week leave. Azhar is now due back at work on Monday. You are short-staffed and have received complaints from employees as well as customers about Azhar's behaviour. You have decided that you will speak with Azhar when he is back.

- a. What are the points that you would address in your conversation with Azhar? Draft the conversation points.
- b. What is the impact that your conversation will have on other employees in the branch?
