

- Q.1 A. Discuss the concept of 'Human Resource Planning'.  
B. Discuss any 3 strategies an organization may adopt in situations where labor demand exceeds labor supply.
- Q.2 A. Explain the three levels of decision making and give example of each.  
B. The HR manager of Janoobi Bank has received instructions from its Board to reduce the size of the sales force. This decision has been taken to reduce the cost. However, the Board has also decided that reduction should be done in such a way that the Bank is able to retain its top performers.  
C. Discuss the decision making process that the HR manager will go through in this scenario.
- Q.3 Explain any three sources of conflict of interest and give examples in each case.
- Q.4 A. What is fiduciary responsibility?  
B. Differentiate between activities which are illegal and those which are legal but unethical. Give an example in support of your answer.
- Q.5 A. What is Maslow's Hierarchy of Needs?  
B. Give three limitations of Maslow's Hierarchy of Needs.  
C. Can a supervisor managing a group of janitorial staff use Maslow's Hierarchy to ensure efficient performance from his subordinates? Explain your point of view.  
D. Low levels of motivation amongst staff manifest itself in various ways. State any 5 indicators of low motivation.
- Q.6 Waheed Investments is a reputed finance company having 15 branches in different parts of the country. In the Head Office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are **responsibility, initiative, interest in work, leadership potential, co-operative attitude and community activity**. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings are used to influence promotions and salary adjustments of the employees and also as a criterion for assigning further responsibilities to them.

Recently 3 employees of the company called on the company's President to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize a union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the President finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

- A. Comment on the President's opinion that performance appraisal should be discontinued. Please give reasons in support of your answer.
  - B. What modifications would you suggest in the performance appraisal system of the company?
- Q.7
- A. **Differentiate between line employees and staff employees.**
  - B. Explain at least 3 ways in which the role of HRM in a bank differs from its role in other organizations.
- Q.8 Explain any FIVE reasons for conducting employee orientation programs at the start of employment.