

CANDIDATE DETAILS			
Access Number	Roll Number	For Official Use Only	Serial Number
Subject HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR			
Candidate's Name			
Father's Name			
CNIC Number			
Cell Number		E-mail	
I verify that my particulars given above are correct and I declare that I have read the INSTRUCTIONS printed in the examination booklet, and/or given in the ISQ Examination Guidelines, violation of which would mean cancellation of my paper and debarment from appearing in future examinations.			
Candidate's Signature		Invigilator's Signature	



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The Institute of Bankers Pakistan

ISQ Examination Winter - 2017 Stage - II Human Resource Management and Organizational Behavior

SEAL
BOOK
HERE

Section 2
Constructed and Extended
Response Questions

Number of Questions: 7
Marks: 55

Allotted time : 120 minutes

INSTRUCTIONS FOR THE CANDIDATES

1. The candidate must abide by the ISQ Examination Guidelines sent along with the admit card.
2. The candidate must sign the booklet after verifying the particulars and should **NOT** write his/her name or roll number on any other page of the examination booklet.
3. The candidate is advised **NOT** to approach the invigilators for seeking any explanation related to the questions in the examination paper.
4. Laptops, mobile phones or any other gadgets are **NOT** permitted in the examination hall. **ONLY** simple calculators are allowed except where indicated in the ISQ Examination Guidelines. If any candidate is found in possession of any restricted gadgets or items, his/her examination paper will be cancelled immediately.
5. The candidate must ensure that the examination booklet has all the pages duly numbered. If any page is missing, damaged or not numbered, then return the booklet to the superintendent / invigilator and obtain another booklet.
6. Write your answer **ONLY** in the given space for each question. Anything written outside the given space will not be considered for marking.
7. **ONLY** blue or black ball points are to be used.
8. The candidate must attempt **ALL** questions in the paper.

Marks Obtained	Q.1	Q.2	Q.3	Q.4	Q.5	Q.6	Q.7	Total Marks	Total in words
Marker - I									
Q.C									
Scrutiny									
Re-Scrutiny									
Marker- II									

Signatures:

1. Marker - I

2. QC

3. Scrutinizer

4. Re-Scrutinizer

5. Marker - II

Q1. Explain benefits of Performance Appraisal to employer and employee. (5 Marks)

Q2. Restructuring is senior management's decision considering various economic and business factors. Elaborate the major role of Human Resources Department to initiate and implement Restructuring? (5 Marks)

Q3. As a Senior HR Manager, how would you strategize succession planning in your bank (both Head Office and Branches). Discuss. (10 Marks)

Q4. Differentiate between:

A. Training and Development

(2 Marks)

B. Recruitment and Selection

(2 Marks)

C. Job Analysis and Job Enrichment

(2 Marks)

D. Performance vs Compensation Management

(2 Marks)



E. Career vs Succession Planning

(2 Marks)

Q5. A customer has complained about rude behavior of a bank employee (relationship officer) at your bank's booth at the recent Expo. This customer is very upset and despite your telephonic conversation, he is not satisfied. He wants the relationship officer to be dismissed.

As a Senior HR Manager, how would you handle/resolve this situation both with the customer and the employee? (10 Marks)

Q6. As Group Head of HR, you have observed that there is a friction between your HR team and other departments, which is adversely affecting the organization's performance. Probing the issues, you realized that one of your Senior HR Managers has conflicts with other Heads of Departments on minor issues and apparently has developed personal grudges against them. The performance of this Senior Manager was up to the mark in other areas but facing difficulty in interpersonal and employee relations.

As a Group Head HR, elaborate how you would resolve the situation. (10 Marks)



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