

CANDIDATE DETAILS

Access Number	Roll Number	For Official Use Only	Serial Number
Subject STRATEGIC HUMAN RESOURCE MANAGEMENT			
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

SEAL
BOOK
HERE

Associateship of IBP

Strategic Human Resource
Management



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.
9. There is **NO** negative marking.

For Official Use Only						
SECTION 1		OBJECTIVE SECTION				
Total Marks Obtained		In Words				
SECTION 2		SUBJECTIVE SECTION				
Marks Obtained	Q.1	Q.2	Q.3	Q.4	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

Section 2

Subjective Section

Subjective Questions

Number of Questions: 4

Total Marks: 40



Q2. ABC Bank Ltd. has recently hired Customer Service Officers (CSOs) in their branches solely for serving walk-in customers and converting them into account holders. The bank is paying the new recruits a monthly salary of Rs. 45,000, higher than the existing banking officers in the branches. Despite this initiative of hiring CSOs, customer satisfaction surveys are indicating a poor service.

You have been appointed to analyze and resolve the issue. Discuss how HR can play a role in increasing customer satisfaction? What steps would you suggest to create positive service climate through an effective workplace culture and employee engagement. (10 Marks)

Q4. A multinational bank has listed the following reasons for succession planning and intends to formulate a strategy:

- Adapting to demographic changes and talent scarcity
- Identifying skill gaps and training needs
- Boosting morale and retention by investing in employees
- Replacing highly specialized competencies

You have identified several factors as follows that you may consider while devising a succession planning program:

- Scope of succession planning program
- Implementation team
- A match of talents to tasks
- Job design and skill complements
- Standards and metrics
- Plans for successful transitions
- Alignment of existing practices

Considering the above factors, analyze and present a brief succession planning program by incorporating utilization of HR functions such as Training, Development and Career Planning. (10 Marks)



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