



Strategic Human Resource Management

The sample questions are related to the AIBP Specialization course “**Strategic Human Resource Management**”. The students are advised to thoroughly read the exam guidelines and the course syllabus for this course before start studying for the paper. The questions are shared to give an idea to the student about the paper format and types of questions. For further information visit the IBP website www.ibp.org.pk

Multiple Choice Questions

Each MCQ carry one mark.

- Q1.** At the beginning of a year, good organizations conduct an exercise across the board to identify the skills and training gaps in their employees. This exercise is called
- A. Need analysis
 - B. Need demand
 - C. Need assessment (Answer)
 - D. Need overview
- Q2.** If ABC Bank wants to attract the best candidates, to enjoy low absenteeism and turnover levels, to have a greater customer satisfaction and loyalty; it should adapt which of the following strategy?
- A. Succession planning
 - B. Outsourcing
 - C. Strategic staffing and employee retention planning (Answer)
 - D. Downsizing
- Q3.** The pattern of planned human resource deployments and activities which enable the firms to achieve its goals is called:
- A. Strategic Human Resource Deployment
 - B. Strategic Human Resource Development
 - C. Strategic Human Resource Management (Answer)
 - D. Business Action Plans



Constructed Response Question

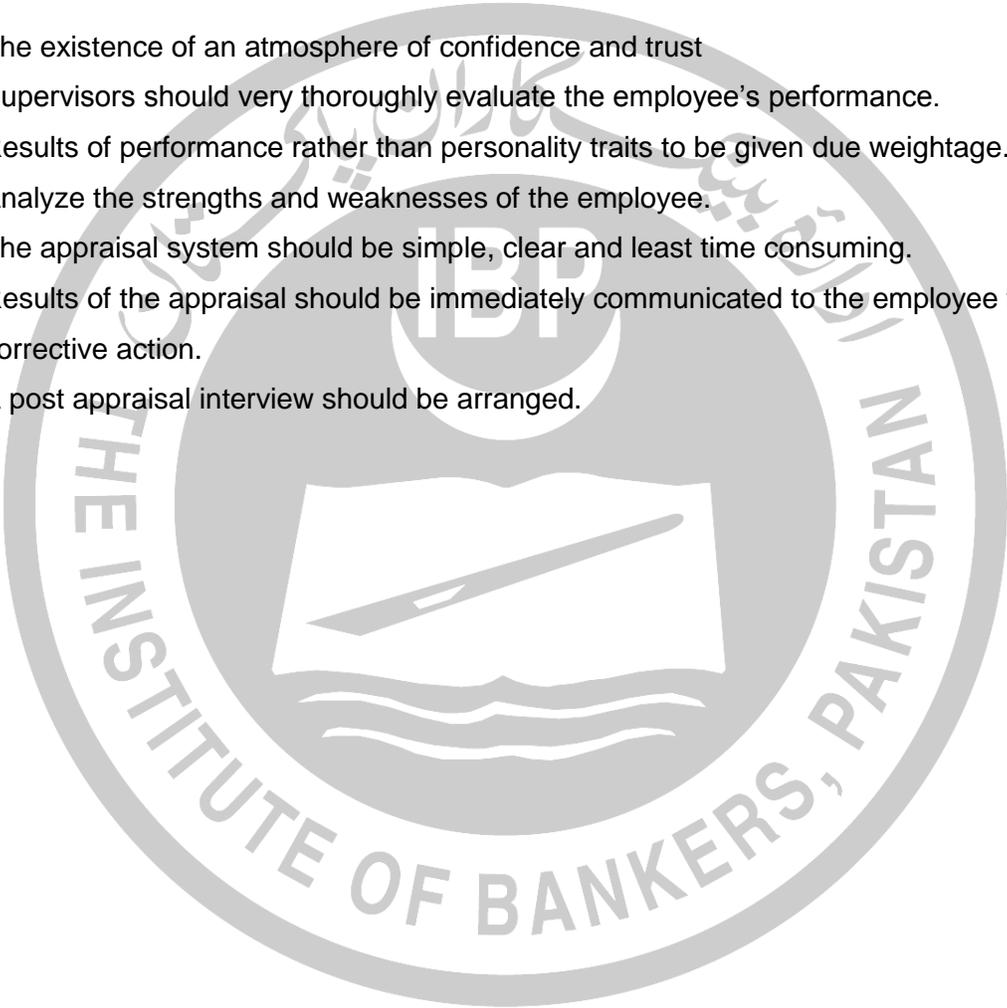
Each CRQ carry five marks.

Question:

How can a bank make its performance appraisal system effective? **(5 Marks)**

Answer:

- a. The existence of an atmosphere of confidence and trust
- b. Supervisors should very thoroughly evaluate the employee's performance.
- c. Results of performance rather than personality traits to be given due weightage.
- d. Analyze the strengths and weaknesses of the employee.
- e. The appraisal system should be simple, clear and least time consuming.
- f. Results of the appraisal should be immediately communicated to the employee for corrective action.
- g. A post appraisal interview should be arranged.





Extended Response Question

Each ERQ carry ten marks.

Question:

XYZ bank is facing high rate of absenteeism and turnover for last six months. The HR of a bank needs to redesign bank teller's job in order to enhance motivation of staff by using following skills.

1. Skill variety
2. Task identity
3. Task significance
4. Autonomy
5. Feedback

Explain how the job designer would use the above dimensions for redesigning a bank teller's job in order to increase their motivation level. **(10 Marks)**

Answer:

Skill variety:

The degree to which a job requires a variety of different activities in carrying out the work, which involves the use of a number of different skills and talents of the person.

Task identity

The degree to which the job requires completion of a whole and identifiable piece of work.

Task significance

The degree to which the job has a substantial impact on the lives or work of other people.

Autonomy

The degree to which the job provides substantial freedom.

Feedback

The degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of their performance.

The designer should realize that all of these five characteristics affect employee performance differently. Therefore, an employee would experience the greatest motivation when all five characteristics are present.