



The Institute of
Bankers Pakistan

Time Allowed: 3 Hours

Maximum Marks:100

Strategic Human Resource Management

Date: December 12, 2019

AIBP (Specialization)

Roll No:

Instructions:

- i. Attempt ALL questions;
- ii. Answers must be neat, relevant and brief;
- iii. In marking the question paper, the examiners take into account clarity of exposition, logic of arguments, presentation and language;
- iv. Read the instructions printed inside the top cover of answer script CAREFULLY before attempting the paper;
- v. DO NOT write your Name, Access No. or Roll No. etc. anywhere inside the answer script(s);
- vi. Candidates are advised not to mark any of the objective answer on the question paper, otherwise their paper will be cancelled;
- vii. Question Paper must be returned to invigilator before leaving the examination hall.

SECTION B: SUBJECTIVE

All the questions from Section B are compulsory.

(40 Marks)

Q1.

- A.** National Bank of Pakistan was established by act of parliament as a Govt. institution. Later on it was declared “body corporate” by the Ministry of Finance, Govt. of Pakistan in 2016. Now it operates under the Companies Act, 2017.

What implications of this change you see on the “Employees”?

(4 Marks)

- B.** Modern banking institutions are adopting state-of-the-art technology in making their delivery channels efficient; improving their decision making; and, offering competitive customer experience.

How is this changing the overall Human Resource Strategy?

(6 Marks)

Q2. As Head of HR, you are responsible to oversee the standard implementation and monitoring of HR policies across the organization.

- A.** What steps would you take to oversee the standard implementation of HR policies? **(4 Marks)**
- B.** List Key Policy Indicators that you would use to assess the effectiveness of HR policies. **(4 Marks)**



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Q3. ABC bank is planning to attain competitive advantage by becoming all-service-bank and introducing electronic delivery channels. The objectives are to offer services to customers at competitive rates and to reduce cost of branch operations. Staff's knowledge of modern banking services and of technology is very limited and being considered biggest weakness in the transformation.

A. Identify areas of new competencies, which staff needs to develop. **(6 Marks)**

B. Assess the comparative advantages of retooling the existing staff or inducting trained personnel from the market. **(7 Marks)**

Q4. Pay for performance has gained much recognition in the banking industry. It is argued that when employees are paid according to their performance they tend to be more motivated and loyal to the organization.

A. Comment on the linkage between pay and motivation. **(3 Marks)**

B. How has this strategy affected the job market from banks' perspective? **(6 Marks)**

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