

CENTRAL UNIVERSITY COLLEGE



END OF SECOND SEMESTER EXAMINATION: 2014/2015

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
CBFW 106
FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT
LEVEL 100
MORNING, EVENING & WEEKEND
(MIOTSO & MATAHEKO)
DURATION: 2 HOURS
JULY, 2015

STUDENT ID No.....

INSTRUCTIONS

Answer ALL questions in **Sections A, B & C** and any **ONE** Question from **Section D** (*Answers should be provided in the answer booklet*)

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Lecturers: Michael Ntow, Ophelia Dogbey-Zungbey & Laurenda Ahiakpor



DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
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SEMESTER 2, 2014/2015

CBFW106 LEVEL1 00

SECTION A (30 MARKS)

1. The very reason for the existence of organization is the organization's :
 - (a) Values
 - (b) Vision
 - (c) Mission
 - (d) Objectives.
2. The "P" that provides guidance to thinking , that is, tells employees what to do and what not to do is called.....
 - (a) Philosophies
 - (b) Programmes
 - (c) Policies
 - (d) Procedures
3. The HRM model that emphasize how organizations can achieve competitive advantage through its human resources is called
 - (a) Harvard Model
 - (b) Partnership Model
 - (c) Best-Fit Model
 - (d) Resource – Based View Model
4. The following are the characteristics of human resources for competitive advantage except:
 - (a) Capable of adding value to the organization.
 - (b) Being unique or rare among competitors
 - (c) Must not be imitable
 - (d) Being substitutable by any other means
5. The following are the three main types of the best-fit model except
 - (a) Business cycle model
 - (b) Michigan model
 - (c) Matching model.
 - (d) Harvard model

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6. Which HRM model is also known as the structural configuration model?
 - (a) Michigan model
 - (b) Harvard model
 - (c) Matching model
 - (d) Partnership model
7. Which HRM model aligns HR strategy to business strategy within the organization?
 - (a) Partnership model
 - (b) Matching model
 - (c) Business cycle model
 - (d) Harvard model
8. Shortage in gap analysis may be resolved with the following except:
 - (a) Downsizing
 - (b) Recruiting
 - (c) Overtime
 - (d) Casual labour
9. External labour supply may consider the following factors except:
 - (a) Demographic factors
 - (b) Education of workforce
 - (c) Mobility of labour
 - (d) Succession planning
10. I provide information about different jobs so that jobs which deserve higher pay can be so rewarded. Who am I?
 - (a) Job description
 - (b) Job design
 - (c) Job evaluation
 - (d) Job specification
11. Job descriptions are often designed for the following purposes except
 - (a) To set authority limits
 - (b) Verify potential future events
 - (c) To detail responsibilities
 - (d) To specify the tasks of a given position
12. I am a qualitative method that calls for a facilitator to solicit and collate written expert opinion on labour forecast. What is my name?
 - (a) Delphi technique
 - (b) Nominal group technique
 - (c) Regression analysis
 - (d) Gap analysis

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13. Poor human resource planning results in the following except
- (a) Employee retention
 - (b) Low productivity
 - (c) High employee turnover
 - (d) Loss of client
14. Organisational conflict may emerge as a result of the following except...
- (a) Right verses duties
 - (b) Discipline verse autonomy
 - (c) Personal goals verse subjective
 - (d) None of the above
15. One of the importance of employee orientation is that it.....
- (a) Lower turnover
 - (b) Lower employee commitment
 - (c) Decrease productivity
 - (d) Stifles employee morale and commitment
16. In the strategic recruiting stages, training of recruiter is said to be under.....
- (a) Human Resource Planning
 - (b) Organisational Responsibilities
 - (c) Strategic Recruiting Decision
 - (d) Recruiting Methods
17. Which of these economic factors does not affect the role and function of human resource management?
- (a) National per capita income
 - (b) Industrial production
 - (c) Growth rate and strategy
 - (d) Policies and procedures
18. In order for the human resource manager to externally supply labour, which of these factors can be considered?
- (a) Inflation
 - (b) Gap analysis
 - (c) Unemployment rate
 - (d) Cultural difference.
19. Poor human resource planning results in the following except
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- (a) Inflation
 - (b) Gap analysis
 - (c) Unemployment rate
 - (d) Cultural difference.
21. The practice of creating, acquiring, capturing, sharing and using ideas of whatever it resides to enhance learning and performance of an organisation is known as :
- (a) Human Capital Management
 - (b) Knowledge Management
 - (c) Knowledge sharing
 - (d) Training and Development
22. In which company was the famous Hawthorne Studies carried out?
- (a) Hawthorne Electric Company Ltd
 - (b) Hawthorne Engineering Company Ltd
 - (c) Western Electric Company Ltd
 - (d) Western Engineering Company Ltd
23. The term of an organisation refers to the aggregate of conditions, events, factors, forces and influences that surround and affect the organisation.
- (a) Culture
 - (b) Environment
 - (c) Organisational analysis
 - (d) Systems
24. Current human resource management practices are supposed to be.....
- (a) Traditional
 - (b) Strategic
 - (c) Administrative
 - (d) Bureaucratic
25. In human resource management, the act of posting a job to attract individuals both internally and externally is known as :
- (a) Recruitment
 - (b) Re-institution
 - (c) Selection
 - (d) Succession

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26. Which of these socio-economically does not affect human resource planning in organisation?
- (a) Inflation
 - (b) Political stability
 - (c) Unemployment
 - (d) Prevailing market conditions
27. One of the underlining principles of F.W Taylor and his scientific management is the focus on:
- (a) Humans as the most important asset
 - (b) More output from humans
 - (c) Increasing motivation
 - (d) The use of science in managing humans
28. I am mainly concerned about doing my clerical role in an organisation. What role am I?
- (a) Administrative
 - (b) Bilingual
 - (c) Operation
 - (d) Strategic
29. An informal, unplanned training and development activity provided by supervisors and / or peers is known as.....
- (a) Learning by objectives
 - (b) Mentoring
 - (c) Coaching
 - (d) Succession planning
30. In the job analysis process, the analyst is expected to verify the job analysis information with the worker in order to:
- (a) Analyse the jobs
 - (b) Assess the worker
 - (c) Gain acceptance
 - (d) Promote

SECTION B:

Answer each question by filling in with the appropriate responses. (20 MARKS)

1. The summary of the objectives of a job, the type of work to be done, the responsibilities and duties, the working relationship of the job to other function is known as
2. The approach for forecasting the human resource in an organisation by making forecast on the ratio between some casual factor and the number of employees required is described as
3. The quantitative method of estimating the future HR needs of an organisation by examining previous or past trends or events is described as
4. The method of HR planning that helps to determine the rate of influx and outflow of employees through the calculation of employee turnover is best referred to as
5. A situation where the supply of labour exceeds the demand of labour is known as
6. The refers to a quality control approach that emphasizes a relentless pursuit of higher quality and lower cost.
7. The graphical method used to identify the relationship between two variables is described as
8. roles of human resource management includes policy formulation and implementation, housekeeping, records maintenance, welfare administration, legal compliance etc.
9. Themodel posits that all these traditional HRM functions can affect the individual performance of an employee. It also argues that organizational performance can be improved by organizing effective HRM practices.

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10. An aspect of HRM which consists of working conditions, and amenities such as canteen, housing, transport, education, employee health and safety and recreational facilities is known as.....
11. The process of forecasting and anticipating human resource needs of an organisation is known as
12. the HRM model that recognizes that employees are not resource for production only, but are also individuals in themselves is called
13. Thedetermine the interaction between human resource management and other departments within the organisation.
14. A pattern of basic assumptions – invented, developed or discovered by a given group as it learns to cope with its problems of external and internal integration- that has worked well enough to be considered valuable and therefore taught to new members is called
15. One critical external factor changing the face of HRM is
16. I am one of the few forms of on-the-job training. I believe in allowing a guide or knowledgeable person higher up in the organisation to help a new employee learn the culture of the organisation. Who am I?
17. The theory which postulates that Societal impact occurs since it is a right of society to approve and welcome activities of businesses is refer to as
18. In human resource management, a version that focuses on the quantitative, calculative and strategic aspect of managing human resources in a rational way like any other economic factors is known as
19. The aspect of HRM consists of union-management relations, collective bargaining, grievance and disciplinary actions and settlement of disputes.
20. An approach of human resource management which postulates that human behaviour results from continuous and multidirectional interaction between the characteristics of the person and the characteristics of situations within an organisation is known as

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12. There are four broadly categorized and most frequently used HRM theoretical models.
13. The Harvard Model is contemporary to HRM practice.
14. The critical forces affecting the employment relationship in general is referred to as the internal environment.
15. Organizational goals are broader in nature while objectives are specific to achieve.
16. The assumption of the partnership model is that trade unions and their relationship with employees and the organisation are crucial for organisation and employee high performance.
17. Personnel management is an act primarily for managers while human resource is focused on managerial staff.
18. Scholars and theorists posit that personnel management attaches more importance to management of culture and employee commitment as compared with human resource management.
19. In human resource planning, once the human resource needs of an organization have been identified, there is no need for developing blue prints because it is the sole responsibility of top management to decide.
20. Scholars and theorists often criticize human resource planning strategy because of scientific calculation of HR requirement.



SECTION D:

Answer only one question from this section.

Question One

- a. What is the human resource environment of an organization? (2 marks)
- b. As an HR professional, state and explain five (5) factors each from the internal and external environment that could influence the management of employees in the organization. (20 marks)
- c. State (4) four competitive challenges confronting human resource managers in present times. (8 marks)

Question Two

*Globalization
Technology*

- a. Explain the term Human Resource Planning. (2 Marks)
- b. Discuss the processes involved in human resource planning. (14 Marks)
- c. Discuss three (3) importance of effective job analysis to an organisation in this competitive global market. (6 Marks)
- d. Identify and explain four (4) challenges of Job analysis to an organisation. (8 Marks)

*Internal
organization mission and objectives
- politics and conflict
- policies and procedures
- organizational culture
- Traditions and professional bodies
- Technology
- Geographic
- Socio-cultural
- Global*

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