

CENTRAL UNIVERSITY



END OF FIRST SEMESTER EXAMINATION: 2018/2019

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
CBFW 209
FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT
LEVEL 200
MORNING, EVENING & WEEKEND
(MIOTSO & MATAHEKO)
DURATION: 2.5 HOURS

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*)

DO NOT TURN OVER THIS PAGE UNTIL YOU HAVE BEEN TOLD TO DO SO BY THE INVIGILATOR

Lecturers: Michael Ntow & John Damoah

SECTION A: (25 MARKS)

1. 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
2. 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
3. Shortage in gap analysis may be resolved with the following except:
 - (a) Downsizing
 - (b) Recruiting
 - (c) Overtime
 - (d) Casual labour
4. External labour supply may consider the following factors except:
 - (a) Demographic factors
 - (b) Education of workforce
 - (c) Mobility of labour
 - (d) Succession planning
5. 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
6. 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
7. 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
8. 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
9. 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
10. 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
11. 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
12. 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.
13. 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

14. 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
15. 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
16. Current human resource management practices are supposed to be.....
- (a) Traditional
 - (b) Strategic
 - (c) Administrative
 - (d) Bureaucratic
17. 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
18. 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
19. An organisation will have a much greater choice in human resource if it decides to go in for external recruitment. In this regard. Which of the following is not a source of external recruitment
- (a) Campus Recruitment
 - (b) Display on Advertisements
 - (c) notice board

- (d) Unsolicited Applicants
20. Which of these socio-economically factors does not affect human resource planning in organisation?
- (a) Inflation
 - (b) Political stability
 - (c) Unemployment
 - (d) Prevailing market conditions
21. 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
22. 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
23. 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
24. While conducting job analysis, the ' Observation Methodology' is useful when:
- (a) Job is repetitive in nature
 - (b) Job is market oriented and requires more data
 - (c) Job requires more intellectual skills to complete
 - (d) Job consist of observable physical activity
25. The following are the characteristics of human resources for competitive advantage except
- (e) Capable of adding value to the organization.
 - (f) Being unique or rare among competitors
 - (g) Must not be imitable
 - (h) Being substitutable by any other means

SECTION B: 15 MARKS

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. A situation where the supply of labour exceeds the demand of labour is known as
5. The roles of human resource management includes policy formulation and implementation, housekeeping, records maintenance, welfare administration, legal compliance etc.
6. 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.....
7. The -----determine the interaction between human resource management and other departments within the organisation.
8. 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
9. One critical external factor changing the face of HRM is
10. 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?

- 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
12. 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
 13. The aspect of HRM consists of union-management relations, collective bargaining, grievance and disciplinary actions and settlement of disputes.
 14. The process of designing management systems to ensure that human talents are used effectively and efficiently to achieve organizational goals is known as
 15. During selection, a test designed to measure candidates' suitability for a role based on the required personality characteristics and aptitude (or cognitive abilities) is called.....

SECTION C: 20 MARKS

This section contains 20 true or false statements. Answer each question by selecting the appropriate response from the alternatives (20 MARKS)

26. Markov Analysis is used to track the pattern of employee movements through various jobs and positions.
27. The pictorial representation of all organisational jobs along with numbers of employees occupying those jobs and future employment requirements is known as skills inventories.
28. The process of identifying, developing and tracking key individuals for executive positions is referred to as succession planning.
29. Person specification helps us to determine how well an employee can do a job.
30. Most of the information collected from employees on job analysis does not suffer from judgmental bias.
31. Experts believe that the quality of job analysis is independent of the job analyst.

32. Currently, organizations can operate and do well without paying much attention to external factors because these factors are not generated by the organization.
33. The major tool or technique that can help human resource managers to become more proactive to the environment is called assessment tool.
34. The HRM model based on the assumption that trade unions and their relationship with employees and the organisation is crucial for employees high performance is the model.
35. The critical forces affecting the employment relationship in general is referred to as the internal environment.
36. Organizational goals are broader in nature while objectives are specifics to achieve.
37. 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.
38. Personnel management is an act primarily for managers while human resource is focused on managerial staff.
39. Scholars and theorists posit that personnel management attaches more importance to management of culture and employee commitment as compared with human resource management.
40. 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.
41. Scholars and theorists often criticize human resource planning strategy because of scientific calculation of HR requirement.
42. The state involvement in the product and labour market to an extent does have an effect on human resource policies of organisations whether local or multi-nationals.
43. A set of beliefs and shared values in organization is known as organizational culture.

The formulation and implementation of the entire human resource planning process is the sole responsibility of the human resource manager.

45. One of the most reliable strategies in forecasting labour demand is the use of the Human Resource Information System (HRIS) which has bio-data of all employees.

SECTION D: 20 MARKS

Answer only one question from this section.

Question One

- a. 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. **(10 marks)**
- b. Critically examine the steps involved in job analysis **(8 marks)**
- c. Explain the term orientation **(2 Marks)**

Question Two

- a. Discuss the processes involved in human resource planning. **(8 Marks)**
- b. Discuss **Four** (4) importance of effective job analysis to an organisation in this competitive global market. **(8 Marks)**
- c. Identify and explain **four** (4) benefits of orientation to both the worker and management. **(4 Marks)**