



Department of Human Resource Management  
School of Business  
College of Humanities and Legal Studies  
University of Cape Coast

END OF SEMESTER EXAMINATION  
FIRST SEMESTER OF 2018/2019  
SBU 209: HUMAN RESOURCE MANAGEMENT

Time allowed:

TWO (2) HOURS

Student ID	S	B	/	F	I	H	/	1	7	/	0	0	
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**INSTRUCTIONS:**

ANSWER ALL QUESTIONS IN SECTION A AND  
ANY OTHER THREE IN SECTION B

ANSWER ALL QUESTIONS IN THE ANSWER  
BOOKLET PROVIDED

Examiner:

KINGDAVE®  
Your TRUSTED MANAGER



**SECTION A: ANSWER ALL THE QUESTIONS IN THIS SECTION. WRITE BOTH THE ALPHABET AND CORRESPONDING ANSWER.**

1. \_\_\_\_\_ is the procedures through which one determines the duties associated with positions and the characteristics of people to hire for those positions.
  - A. Job description
  - B. Job specification
  - C. Job analysis
  - D. Job context
2. The process of sieving so as to get the right candidates out of pool of candidates is termed as.....
  - A. Recruitment
  - B. Identification
  - C. Short listing
  - D. Employment
3. \_\_\_\_\_ allows the HR manager to staff the organisation with the right number and type of people, at the right places and at the right time.
  - A. Human resource development
  - B. Human resource management
  - C. Human resource planning
  - D. Human resource relations
4. \_\_\_\_\_ is an attempt by employers to analyse their employment policies and develop an action to correct or redress discrimination in the past.
  - A. Reverse discrimination
  - B. Disparate treatment
  - C. Past discrimination
  - D. Affirmative action
5. Human resource planning is needed for the following reasons :
  - A. Replacement of persons
  - B. Technological changes
  - C. Job enlargement
  - D. Turnover
6. Which of the following is the first of the five essential ways in which an employer can rebut a prima facie case of disparate treatment or disparate impact?
  - A. Job-relatedness
  - B. Business necessity
  - C. Bona-fide seniority systems
  - D. Bona-fide occupational qualifications



7. A group of two or more individual jobs with similar traits is known as .....
- task.
  - position.
  - job family.
  - responsibilities.
8. Two kinds of forecasting techniques are commonly used to determine the organization's projected demand for human resources. These are judgmental forecasts and .....
- conventional projection
  - managerial projection
  - statistical projection
  - delphi projection
9. The type of employment test that measures mental capabilities such as general intelligence, numerical ability and reasoning ability is known as .....
- Aptitude test
  - Achievement test
  - Cognitive ability test
  - Job knowledge test
10. .... happens when individuals in similar situations are treated differently and the difference is based on the individual's gender, race, colour, ethnic origin, religion, creed, social or economic status, disability or politics.
- Disparate treatment
  - Affirmative action
  - Unequal impact
  - Adverse impact
11. Essentially ..... planning is a conscious decision by an organization to foster and promote the continual development of employees, and ensure that key positions maintain some measure of stability, thus enabling an organization to achieve business objectives.
- strategic
  - succession
  - operational
  - experiential
12. .... is the type of training where the trainee acquires the skills by actually performing or doing the job.
- Vestibule training
  - Suitable training
  - Off-the-job training
  - On-the-job training



13. Which of the following refers to the increasing removal of barriers to the movement of people, goods, service, information and funds across geographical boundaries?
- A. Outsourcing
  - B. Globalisation
  - C. Bilateral trade
  - D. Co-operations
14. The functions of human resource management include the following **except** .....
- A. Overseeing employee transfer.
  - B. Follow illegal policies and practices.
  - C. Provide employee safety and health and well-being.
  - D. Determining knowledge, skills and abilities needed for a job.
15. At what phase of the human resource planning process is the actual manpower gap and staffing possibilities of an organization revealed?
- A. Development of action plan phase
  - B. Balancing supply and demand considerations phase
  - C. Forecasting demand and supply of employees' phase
  - D. Environmental scanning or situational analysis phase
16. The following are examples of on-the-job training **except**:
- A. Coaching
  - B. Job rotation
  - C. Conferences
  - D. Apprenticeship
17. The following are examples of Off-the-job training **except**:
- A. Special courses and lectures
  - B. Conferences
  - C. Case studies
  - D. Coaching
18. .... is the degree to which that a test or selection procedure measures qualities that are relatively important.
- A. Integrity
  - B. Validity
  - C. Reliability
  - D. Consistency



19. Equal employment opportunity includes all the following **except** .....
- A. Unequal treatment
  - B. Disparate Impact
  - C. Equal Impact
  - D. Past discrimination
20. The knowledge, skills and abilities of a firm's workers is collectively known as .....
- A. Human capital
  - B. Competencies
  - C. Resources
  - D. Values
21. Recruitment from within the organisation has many advantages **except** .....
- A. reward employees and encourage them for the performance
  - B. improve morale and motivate employees in the organisation
  - C. broaden the job experiences of employees
  - D. bring on board wide range of expertise to the organisation.
22. A written statement of what the jobholder actually does, how he or she does it, and under what conditions the job is performed, is known as .....
- A. Job specification.
  - B. Job description.
  - C. Job standards.
  - D. Job evaluation.
23. A work environment which makes the life of the worker uncomfortable, stressful, and unpleasant is known as .....
- A. Hostile environment
  - B. Uncomfortable environment
  - C. Offensive environment
  - D. Traumatic environment
24. A group of interviewers judge the performance of a number of applicants two days apart. If the marks they awarded vary for the same interviewee on both occasions, then their test does not meet the requirement of .....
- A. Validity
  - B. Concurrent Validity
  - C. Reliability
  - D. Criterion-related validity



25. The following are reasons for recruitment **except**.....
- A. To fill vacancies
  - B. To deal with unforeseen situations
  - C. To secure employees' comfort
  - D. To have a succession plan in place for the organisation
26. All the following are factors that contribute to equal employment opportunity **except**.....
- A. changes in societal values.
  - B. economic status of vulnerable groups.
  - C. government laws and regulations.
  - D. none of the above.
27. Job specification should include the following **except**:
- A. mental characteristics
  - B. personal characteristics
  - C. machine, tools and equipment
  - D. physical characteristics
28. The overall goal of employee selection is to maximise.....
- A. To avoid legal implications for the organisation
  - B. To correctly predict the selected person performance
  - C. To maximise hits and avoid misses for the organisation
  - D. To identify and select desirable candidates of the lot
29. The employment test that assesses whether the applicant meets the minimum standard of mental alertness and ability is .....
- A. Intelligence test
  - B. Aptitude test
  - C. Personality test
  - D. Proficiency test
30. The term 'job enlargement' means .....
- A. redesigning jobs for workers.
  - B. assigning additional activities for workers.
  - C. moving workers from one job to the other.
  - D. reforming and analyzing the job.



SECTION B - ANSWER ANY THREE QUESTIONS FROM THIS SECTION

## QUESTION ONE

- (a) What is training needs assessment? (2 marks)
- (b) List and explain the three levels of training needs assessment. (6 marks)
- (c) What is the rationale and justification for training employees? (2 marks)

## QUESTION TWO

- (a) Distinguish between *performance management* and *performance appraisal*. (4 marks)
- (b) Explain the following techniques in performance appraisal.
- i. Behaviourally Anchored Rating Scale (2 marks)
  - ii. Forced Distribution (2 marks)
  - iii. 360° Degrees Appraisal (2 marks)

## QUESTION THREE

Recruitment and selection is one of the important functions of human resource management.

- (a) State any three reasons why organisations make effort to recruit ~~adept~~ employees. (3 marks)
- (b) State any three reasons why employers undertake selection process. (3 marks)
- (c) Explain any two methods of recruiting from outside an organisation. (4 marks)

## QUESTION FOUR

- (a) What do you understand by the term Human Resource Planning? (2 marks)
- (b) Describe the various stages of the human resource planning process. (5 marks)
- (c) Identify any three importance of human resource planning. (3 marks)

## QUESTION FIVE

- (a) Distinguish between Equal Employment Opportunity and Bona-Fide Occupational Qualification (3 marks)
- (b) What is the difference between Quid Pro Quo sexual harassment and Hostile Environment sexual harassment? (3 marks)
- (c) Explain any two strategic options open to an organisation in complying with Equal Employment Opportunity (4 marks)