



HUMAN RESOURCE MANAGEMENT: BUS 305

Compiled by: Real Amoah, R.A

IT'S NOT TOO LATE TO TRANSCEND YOUR CGPA SINCE THE
JOURNEY STILL RUNS THROUGH

Real Amoah, R.A

PAST QUESTIONS AND ANSWERS: HUMAN RESOURCE
MANAGEMENT

TABLE OF CONTENT

INTRODUCTION	PAGE 2-3
END OF FIRST SEMESTER EXAMINATION 2015/2016	PAGE 4–6
END OF FIRST SEMESTER EXAMINATION 2014/2015	PAGE 7—10
ANSWERS TO OBJECTIVE-TEST FIRST SEMESTER 2014/2015	PAGE 10
END OF FIRST SEMESTER EXAMINATION 2012/2013	PAGE 11—16
END OF FIRST SEMESTER EXAMINATION 2011/2012	PAGE 17-- 18

**NOTE: QUESTIONS ON 2016/2017 WOULD BE MADE
AVAILABLE IN HARD COPIES**

“REAL AMOAH 4 LOCAL NUGS PRESIDENT.” - REAL AMOAH

“MY INTEREST IS TO SERVE YOU BETTER”



REAL AMOAH IS THE NAME

R.A IS THE BRAND

ABOUT REAL AMOAH

Real Amoah is an optimistic gentleman with great enthusiasm for leadership. He's a student of UCC, School of Business and reading Bachelor of Commerce (ACCOUNTING) LEVEL 300. He's also the current UCCABS President and pursuing his professional career with ICAG, Level 2. He shares his affiliation with VALCO HALL

He believes leadership involves a lot but the most vital is the ability to impart others positively with the capacity bestowed in him. He drives with the motor 'My Interest Is To Serve You Better'. R.A now intends to use this great privilege to announce his good intentions as he wishes to aspire for UCC, LOCAL NUGS PRESIDENT 18'19.

Let's all embrace good and effective leadership in our generation. I believe together we stand to cause a mountain to move.

THANK YOU ALL ONCE AGAIN.

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES
END OF FIRST SEMESTER EXAMINATION – 2015/2016
BUS 305: HUMAN RESOURCE MANAGEMENT

INSTRUCTIONS: ANSWER *THREE* QUESTIONS IN SECTION A AND ALL IN SECTION B

SECTION A: ANSWER QUESTION ONE ANY OTHER TWO QUESTIONS

1. THE DILEMMA OF THE NEW BOARD MEMBER

As a new board member of the board of directors of a local bank, Kwame Ofosu was introduced to all the employees in the head office. When he was introduced to Patience Nyamekye, he was curious about her work and asked her what the machine she was using did. She explained that she had only been working there for 2 months. However, she did know precisely how to operate the machine. According to the supervisor, she was an excellent employee.

At one of the branch offices, the supervisor in charge spoke to Ofosu confidentially, telling him that something was wrong, but she didn't know what. For one thing, she explained, employee turnover was too high and no sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new employees as they came and went.

At the branch supervisors hired their own employees without communication with the head office or other branches. When there is a job opening, the supervisor tried to find a suitable employee to replace the work who had quit.

After touring the 22 branches and finding similar problems in many of them, Ofosu wondered what the head office should do or what actions he should take. Their banking firm generally was regarded as being a well-run institution that had grown from 27 to 191 employees during the past 8 years. The more he thought about the matter, the more puzzled Kwame Ofosu became. He couldn't quite put his finger on the problem, and he didn't know whether to report his findings to the president of the company,

Answer the Following Questions

- i. What do you think is causing some of the problems in the bank’s head office and branches?

(Identify any four causes)

(4 Marks)

- ii. Do you think setting up an HR unit in the head office would help the bank? Why? **(5 Marks)**

- iii. Explain any **three** major functions that the HR unit should carry out? **(6 Marks)**

- iv. In your opinion, what is your assessment of Patience Nyamekye’s answer to

Kwame Ofosu’s question?

(5

Marks)

2. As the human resource officer in your organization, you have been asked to recruit for the post of senior administrative assistant externally. However, your manager wants you to convince him on why the position should not be recruited from within the organization but outside. Provide **four** reasons for recruiting from outside the organization. **(10 Marks)**

3. Your bank has just completed the human resource planning process for the coming year. There happens to be a shortage of cashiers in the bank but the number of cleaners is over and above what is required. What **three** actions each will you take to rectify the surplus and shortage situation?

(10 Marks)

4. (a) Describe any **two** advantages each of on-the-job and off-the-job training methods.

(6 Marks)

- (b) List any **four** factors that create the need for training and development in organizations.

(4 Marks)

SECTION B: WRITE THE CORRECT ANSWER FROM THE GIVEN OPTIONS

1. Why is it not too important for organizations to undertake employee selection process?

A. Legal implications	B. Sieve for the right candidates
C. Too many applications received	D. None of the above

2. Which of the following is a human resource management function?

A. Personal credibility	B. Workshops and seminars
C. Employee turnover	D. Mentoring and coaching

3. In forecasting the supply for future employees, an organization can analyze the internal labour supply by using all EXCEPT:

A. Staffing tables	B. Skills inventories
C. Markov analysis	D. All of the above

4. Delphi Technique is an

A. Expert estimate technique developed by the Rand Corporation in the 1940s	B. Expected estimates technique developed by Rand Corporation in the 1950s
C. Estimated technique developed by the Rand Corporation in the 1950s	D. None of the above

5. A work environment which makes the life of the worker uncomfortable, stable, and unpleasant is known as.....

A. Hostile environment	B. Uncomfortable environment
C. Offensive environment	D. Traumatic environment

6. Management forecast which is the opinions and judgments of supervisors and departmental heads who have experience and are knowledgeable is a

A. Qualitative forecasting techniques	B. Quantitative forecasting techniques
C. Qualitative/quantitative forecasting techniques	D. None of the above

7. Equal employment opportunity includes all the following EXCEPT:

A. Equal treatment	B. Unequal impact
C. Disparate impact	D. Past discrimination

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SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT STUDIES
END OF FIRST SEMESTER EXAMINATION – 2014/2015
BUS 305/SBU 209: HUMAN RESOURCE MANAGEMENT

TIME: 2 HOURS

INSTRUCTIONS: ANSWER *THREE* QUESTIONS IN SECTION A AND ALL IN SECTION B

SECTION A- Each question carries equal marks.

1. (a) Explain any **two** performance techniques or methods. (6 marks)
- (b) Discuss any **two** ways in which an organization can benefit from its Human Resources Information System. (6 marks)
- (c) Enumerate **three** reasons why HR managers must plan their human resource (3 marks)
2. Differentiate between the following concepts
 - a) Training and Development (3 marks)
 - b) Job analysis and Job design (3 marks)
 - c) Job description and Job specification (3 marks)
 - d) On-the-job training and Off-the-board training (3 marks)
 - e) Apprenticeship and Mentorship training (3 marks)
3.
 - a. State any **three** reasons why organizations recruit employees. (3 marks)
 - b. Outline any **two** reasons why employers undertake selection process. (2 marks)
 - c. Explain **two** methods each of recruiting from within and outside the organization. (6 marks)

- d. Identify **two** advantages each of internal recruitment and external recruitment.

(4 marks)

SECTION B- ALL QUESTIONS CARRY ONE MARK EACH

Instructions- Choose the best option for question

1. Employees of Paul and Sons Limited have undergone an intensive training a year ago. The company now wants to assess the performance of their employees. The company should engage in.....

A. Performance management	B. Training management
C. Organizational appraisal	D. Performance appraisal
2. An instrument is said to be reliable if it

A. Measures a criteria the same with everyone	B. Measures validity each time it is used
C. Measures works well with certain classes	
3. Which of the following is not a qualitative approach to forecasting the demand of resource in the organization?

A. Management forecast	B. Delphi technique
C. Experts Opinion	D. Replacement Chart
4. The use offocuses the evaluator’s attention on key behavior that distinguish effective from ineffective work performance.

A. Simple analysis	B. Job analysis
C. Critical incidents	D. Graphical rating scales
5. Which of the following provides information relating to potential employees likely to fill top management vacancies when the need be?

A. Succession plan	B. Replacement charts
C. Career plans	D. Management forecast
6. The functions of human resources management include all the following except

A. Coaching	B. Compensation
C. Auditing	D. Recruitment
7. Which of the following schools of thought of HRM did prove to be an effective management tool that increased workers’ productivity but was criticized for treating workers like tools and not human.

- | | |
|---------------------------------|--------------------------------|
| A. Scientific Management System | B. Human Relations System |
| C. Craft System | D. Personnel Management System |

8. The following are the responsibilities of HR manager except:
- | | |
|--|----------------------|
| A. Advice and Counsel | B. Employee Advocate |
| C. Policy formulation and implementation | D. Employer Advocate |
9. The consequences of poor management of an organization's human resources include:
- | | |
|----------------------|---------------------|
| A. Employee Turnover | B. Poor Performance |
| C. Legal Suit | D. All of the above |
10. Which of the following is not a contemporary challenge that Ghanaian organizations are facing?
- | | |
|-------------------------|--------------------------|
| A. Endorsing Technology | B. Managing Change |
| C. Retaining Employees | D. Outsourcing Employees |
11. If a trainee is moved periodically from one job to another, he acquires a general background knowledge of all the competences required to perform each work in the organization. This method of training is known as
- | | |
|------------------------|-------------------------|
| A. On-the-job training | B. off-the-job training |
| C. Job evaluation | D. Job rotation |
12. In new employees are introduced to the job, the practices, politics, policies and goals of the organization.
- | | |
|-----------------------|----------------------------------|
| A. Inductive training | B. Vestibule training |
| C. Role-playing | D. Sensitive training simulation |
13. In using the.....for collecting job analysis data, structured questions are sent out to job-holders for completion, and are returned to the job analyst.
- | | |
|--------------------------|-------------------------|
| A. Structure interview | B. Interview schedules |
| C. Survey questionnaires | D. Personal observation |
14. Which of the following gives us a comprehensive explanation of what is done on the job, how it is done, and why it is done?
- | | |
|-----------------------|-----------------|
| A. Job summary | B. Job duties |
| C. Job identification | D. Job analysis |

15. Which of the following usually includes the job title, division and code number of the job?

A. Job identification

B. Job duties

C. Job summary

D. Job analysis

ANSWERS TO OBJECTIVE TEST 2014/2015 END OF FIRST SEMESTER.

1. D

2. A

3. D

4. D

5. A

6. C

7. A

8. D

9. D

10. D

11. D

12. A

13. C

14. D

15. D

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DEPARTMENT OF MANAGEMENT STUDIES

END OF FIRST SEMESTER EXAMINATION – 2012/2013

BUS 305: HUMAN RESOURCE MANAGEMENT

TIME: 2 HOURS

Section A: Answer the following TRUE/FALSE questions

1. Under the craft system, the production of goods and services was generated by a group of individual workers. True/False
2. Selection aims at attracting applicants whose qualification matches certain job criteria. True/False
3. A contract of service is the relationship between an employer and an independent contractor. True/False
4. Section 11 of the labour Act requires the employer to work conscientiously in the lawful chosen occupation. True/False
5. Job enlargement assumes that work can be broken down into simple repetitive tasks that maximize efficiency. True/False
6. Job analysis identifies the tasks, duties and responsibilities of a particular job. True/False
7. Job design involves organizing work into the tasks required to perform a specific job. True/False
8. Off-the-job training is a method by which employees are given hands on experience through instructions from their trainers. True/False
9. The basic difference between training and development is that while training is broadly focused and oriented more toward broadening the KSAs, development is narrowly focused and oriented towards short-term performance concerns. True/False
10. In defending discrimination practices, the employer can use the labour market comparism as prima facie evidence. True/False

11. To demonstrate job-relatedness, the employer must show that the criteria utilized to select applicants or the information used in selection decision is essential for the performance of the job. True/False
12. Competitive strategy is an organizational factor that can influence the demand for labour. True/False
13. When HRP shows a surplus of jobholders, organizations have several staff possibilities, including hiring full-time employees, having employees work overtime, recalling laid-off workers and using temporal employees. True/False
14. Generally, employees are compensated according to the time they contribute to the job the amount of work they produce on the job. True/False
15. One of the factors that to consider when designing employee pay system is determining appropriate differentials between jobs. True/False
16. In general, white collar jobs are paid on hourly basis (wages) whereas blue collar jobs are paid salary. True/False
17. Under the labour Act, the period for nursing a baby shall be considered as working hours. True/False
18. Termination is deemed to be unfair if the contract of employment was terminated by the employer on grounds of incompetence, proven misconduct and redundancy. True/False
19. In a closed internal recruitment, employees are made unaware of job openings and have the opportunity to apply. True/False
20. Private employment agencies serve primarily blue-collar workers while public employment agencies mostly deal with white-collar workers. True/False

Section B: Answer the following OBJECTIVE questions

21. Which of the following has the advantage of on-the-job training?

A. Coaching	B. Apprenticeship
C. Simulated training	D. Audio-visible training
22. The following are the responsibilities of the Human resource manager except.

A. Advice and Counsel	B. Service
C. Policy formulation	D. None of the above

23. An employee facing unjust treatment may probably consider any one of the following actions except
- A. Exist
 - B. Stay
 - C. Voice his concern
 - D. None of the above
24. The right of all people to seek and work in an environment that allows them to advance in their career on the basis of merit is known as
- A. Workforce productivity
 - B. Equal employment opportunity
 - C. Bona-fide occupational qualification
 - D. Recruitment and selection
25. The manipulation of the content, functions and relationships of jobs in a way that both accomplishes organizational pursue and satisfies the personal needs of individual job holders is known as.....
- A. Job Analysis
 - B. Job scope
 - C. Job design
 - D. Job depth
26. A formal/informal systematic modification of employee behavior through education is referred to as:
- A. Employee appraisal
 - B. Employee training
 - C. Employee specialization
 - D. Employee turnover
27. Which of the following is the third phase of the human resource training process?
- A. Designing the training programme
 - B. Optimizing transfer of learning
 - C. Implementing the training programme
 - D. Evaluating the training programme
28. The following are ways employers can demonstrate a prima facie case of disparate treatment or disparate impact except
- A. Job related
 - B. Bona fide occupational qualification
 - B. Business necessity
 - D. None of the above
29. Apprenticeship, coaching and lectures are examples of:
- A. On-the-job training
 - B. Off-the-job training
 - C. Management development
 - D. None of the above
30. Which of the following is NOT considered when designing a training programme?
- A. Instructional objective
 - B. Principle of learning
 - C. Giving feedback
 - D. Training readiness and motivation

31. Job.....may be defined as the systematic process of determining the relative worth of jobs in order to establish which job should be paid more than others within the organization.
- A. Implementation
B. Designing
C. Evaluation
D. Description
32. The strategic and coherent approach to the management of organization's most valued assets who individually and collectively contribute to the achievement of its objectives is known as.....
- A. Human Resource
B. Human Resource Management
C. Human Resource Planning
D. Human Resource Development
33. Which of the following recruitment source is mostly likely to include some applicants who do NOT really want to work?
- A. Newspaper.
B. Direct applicants
C. Public employment service agencies
D. Executive search firms
34. The correct name of Ghana's Labour Act is
- A. Labour Act, 2003 (ACT 651)
B. Labour Act, 2003 (Act 615)
C. Labour Law (Act 651)
D. Labour Act, 2003 (Act 516)
35. While.....management did prove to be an effective management tool that increased the productivity of workers, it was criticized for treatment workers as tools or implements.
- A. Personal
B. Human Resource
C. Scientific
D. Bureaucratic
36. In their.....role, HR managers have been viewed as the voice of employee concerns.
- A. Strategic
B. Employee Advocate
C. Counsellor
D. Consultant
37. The employer has one of the following rights
- A. Work under satisfactory, safe and healthy conditions
B. Form or join a trade union
C. Be trained and retrained for the development of his/her skills
D. Formulate policies, execute plans and programmes to set target

38. Which of the following does NOT form part of protected class in Ghana?
- A. Children
 - B. Women
 - C. Disables
 - D. Adults
39. Under the labour Act, it is an effective to employ a young for any work that exposes the person to any of the following physical and moral hazards except,
- A. Dusty, sunny or windy areas
 - B. Manual lifting of loads in excess of 25Kgs
 - C. The use of substance and materials that emit harmful gases
 - D. Production and screening of pornographic materials
40. The two basic approaches to forecasting demand for employees are
- A. Judgmental and qualitative
 - B. Quantitative and scientific
 - C. Statistical and quantitative
 - D. Statistical and Judgmental

SECTION B: ANSWER ANY ONE QUESTION

Q1.

At a workshop organized for the newly appointed human resource managers of DORAFEX LTD, you were asked to give a talk on the topic 'the conflicting strategies for ensuring fair employment in Ghana'. In your delivery, you observed that the managers' understanding of the following concepts, as they relate to the topic was inadequate.

- a) Discrimination
- b) Affirmative Action
- c) Bona fide occupational qualification
- d) Adverse impact
- e) Disparate treatment

The organizers intervened and asked you to focus on only these terms. Present your explanation with examples where necessary. **(20 Marks)**

Q2a.

Discuss any three advantages and two disadvantages of recruiting internally versus externally.

(10 Marks)

2b.

What are the main objectives for designing an effective employee compensation system?

(10 Marks)

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END OF FIRST SEMESTER EXAMINATION – 2011/2012
BUS 305: HUMAN RESOURCE MANAGEMENT

TIME: 2 HOURS

INSTRUCTIONS: ANSWER ANY **THREE** QUESTIONS

1. a. Differentiate between recruitment and selection. **(2 marks)**
 b. List and explain **three** reasons why organizations undertake recruitment. **(6 marks)**
 c. As HR manager, you want to evaluate the training received by some machine operators. Explain how to evaluate the training at **four** different levels. **(8 marks)**
 d. List any **four** reasons why performance appraisals fail. **(4 marks)**
2. a. State and explicate **four** factors that create the need for training and development. **4 marks**
 b. Using the systems model of training describe the phases of training process. **4 marks**
3. a. Explain the term “performance appraisal”. **3 marks**
 b. List and explicate any **four** human errors in performance appraisal process. **8 marks**
 c. Explicate **three** reasons why orientation of employees is important in organization.
 d. List and describe **three** legal tools employees can use when negotiation fails. **3 marks**
4. a. What is Industrial Relations? **2 marks**
 b. Identify and explain the **three** methods that are used in resolving industrial disputes in Ghana. **6 marks**
 c. Explain **three** on-the-job training methods you know. **3 marks**
 d. As HR consultant advice your client on any **three** types of compensation packages available for implementation and expound on **three** reasons why there must be a just and equitable compensation package in his/her organization. **9 marks**

5. a. Explain **three** reasons for promoting health and safety at the workplace. **6 marks**
- b. With examples differentiate between Occupational Safety hazard and Occupational Health hazard. **4 marks**
- c. Explicate **three** ways by which Placement can be properly carried out. **6 marks**
- d. Employers need to put in place measures as required by the Factories, Offices and Shops Act 1970 to curb health issues in an organization.
- List and explain any **eight** of these measures. **4 marks**

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