

HUMAN RESOURCE MANAGEMENT PAST QUESTIONS



Adwumawura

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SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT STUDIES
FIRST SEMESTER QUIZ - 2012/13
BMS/BCOM/B.ED/MATHS WITH BUSINESS - LEVEL 300
BUS 305: HUMAN RESOURCE MANAGEMENT

35/48

INDEX NUMBER SB/BMS/10/0027 PROGRAMME BACHELOR OF MANAGEMENT

Instructions: Answer ALL Questions

45mins

Section A - Instructions: Circle the correct answer from the options lettered A to D

1. All the following are factors that distinguish a contract of employment from a contract of service except
 - A. The "Organization" test
 - B. The provision of equipment
 - C. The degree of control exercised by the employer
 - ☒ D. The individual test
2. When confronted with an allegation of systemic discrimination, which of the following is NOT a possible defence strategy?
 - A. Business necessity
 - B. Bona fide occupational requirement
 - C. Systems of seniority
 - ☒ D. Non-malicious intent
3. All the following are ways of establishing prima facie case of disparate treatment except
 - A. The Bona-fide occupational qualification
 - B. Business necessity
 - ☒ C. Action programmes
 - D. Job relatedness
4. Which of the these HRM process follows a sequential order
 - A. Acquisition, Development, Motivation and Maintenance
 - ☒ B. Acquisition, Motivation, Development, Maintenance
 - C. Acquisition, Development, Maintenance, Motivation
 - D. Acquisition, Maintenance, Development, Motivation
5. Which of the following is the duty of a worker?
 - A. To be late to work at all time
 - ☒ B. To enhance productivity
 - C. To be careless in executing assigned task
 - D. To exhibit conflict of interest
6. Individuals can prove a prima facie case of disparate treatment if they can demonstrate that they
 - A. belong to a minority group or are in a protected class
 - B. applied for a job for which the employer was seeking applicants
 - C. were rejected, despite being qualified
 - ☒ D. all of the above

7. An implied employment contract:
- A. is only valid when based on oral statements
 - B. is standard practice for contingent workers
 - C. exists only after an employee completes his or her probation period
 - ☒ D. can result from statements in an employee handbook or HR policy manual
8. What is disparate treatment?
- A. When protected groups are intentionally treated differently from other employees.
 - B. Employees who are evaluated by different standards.
 - C. Favouritism based on a person's hair colour.
 - ☒ D. A and B
9. Under Section 15 of the Labour Act 2003, Act 651, a contract of employment may NOT be terminated on the following grounds.
- A. By mutual agreement between the employer and the trade union
 - ☒ B. By the worker on grounds of ill treatment or sexual harassment
 - C. By the employer on the death of the worker before the expiration of the period of employment
 - ☒ D. By the employer if the worker is found on medical examination to be unfit for employment
10. Termination is fair if the contract of employment was terminated by the employer on any of the following except
- A. Incompetence and Redundancy
 - B. Proven Misconduct and Redundancy
 - ☒ C. The worker is with a Disability
 - D. Incompetence and proven Misconduct
11. Sex discrimination, sexual harassment, racial/ethnic discrimination, and age discrimination are all:
- ☒ A. Offenses for which employers may be sanctioned under the Labour Act
 - ☒ B. Examples of employment discrimination
 - C. Violations of the Wage and Hour Division of the Department of Labour
 - D. Policies required to be included in an employer personnel policy and procedure manual
12. The following are the responsibilities of the Human Resource Manager except
- A. Advice and Counsel
 - ☒ B. Employee Advocate
 - C. Policy Formulation and Implementation
 - D. Employee Advocate
13. Which of the following demographic issues represents a challenge for human resource managers?
- A. increasingly diverse workforce
 - B. increasing use of experienced workers
 - C. aging workforce
 - ☒ D. A and C
14. 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 the workers like tools and not human.
- ☒ A. Scientific Management System
 - B. Human Relations System
 - C. Craft System
 - D. Behavioural Science System

Section B – Indicate whether the following statements are True or False.

15. Human Resources Management does not include cost control. TRUE/~~FALSE~~
16. The term distributive justice refers to perceptions about the entire process used to determine outcomes. TRUE/~~FALSE~~
17. The Craft system, characterized by the production of goods and services, was generated by small groups of workers in relatively small workplace. ~~TRUE~~/FALSE
18. A young person according to Section 58-60 of the Labour Act, 2003 (Act 651) is a person above 18 but below 21 years of age. ~~TRUE~~/FALSE
19. During orientation training, employees are introduced to the organisational standards, goals, values and culture. ~~TRUE~~/FALSE
20. The laws and regulation of Equal Employment Opportunities are limited to only some specific aspects of Human Resource Management. TRUE/~~FALSE~~
21. Under competencies of Human Resource Managers, "Mastery of Business" requires manager to be abreast of changes in the field both locally and internationally. TRUE/~~FALSE~~
22. Apart from Globalization, Technological Trends and Managing Change, Developing Fixed Capital is not one of the contemporary challenges of HRM. ~~TRUE~~/FALSE
23. In reality, the people in many organizations are under-trained, under-utilized, poorly motivated; consequently perform well above their true capability. TRUE/~~FALSE~~
24. Employers are only bound to protect the employees when sexual harassment come from other employers and employees only but not when it comes from non-employees (e.g. suppliers, customers). ~~TRUE~~/FALSE

Section C - Instructions: Choose the correct answer that best complete the sentences

25. HRM, being the effective management of people at the workplace can be performed by HRM professionals and.....
 - A. Line professionals
 - B. HRM Managers
 - ☒ C. Line managers
 - D. Line superintendents
26. The following disciplines contribute to HRM except
 - A. Psychology
 - ☒ B. Physiology
 - C. Sociology
 - D. Industrial Relations
27. HRM focuses on any of the following except.....
 - A. Recruitment of people
 - B. Management of people
 - ☒ C. Entertainment of people
 - D. Providing direction for people to work

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Section C - (Cont'd)

36. The four special HRM challenges that companies are currently struggling to understand and utilize include the following except
- A. Managing teams and diversity
 - B. Managing diversity and globalization
 - C. Managing globalization and change
 - ☒ D. Managing change and selection
37. Which of the following statements best sums up the role of the human resource manager in personnel activities?
- A. The human resource manager is the sole person who should be involved in all personnel activities
 - ☒ B. Both the human resource manager and line manager are likely to be involved in differing ways in a range of personnel activities.
 - C. The line manager always acts alone in all organizations in dealing with human resource management activities.
 - D. The human resource manager is only concerned with personnel activities at the tactical level.
38. Personnel Departments began appearing in 1920s and were concerned with doing something about conflicts between.....
- A. Employers and Management
 - B. Employees and Government
 - C. Employers and Government
 - ☒ D. Employees and Management
39. The purpose of EEO laws are
- A. to see what can be done about "glass ceiling" concerns
 - B. to counterbalance what the Congress felt was a too "employer friendly" attitude by the Supreme Court
 - C. to notify age discrimination complainants that the agency is terminating action on their cases and the complainants are then free to file civil suits
 - ☒ D. protect individuals who share certain characteristics such as race, age, and gender
40. Which one is NOT a characteristic of an independent contractor?
- ☒ A. They have a continuous relationship with the employer
 - B. Continuous working off site
 - C. Flexibility to set their own work schedules
 - D. Furnish own tools and training.

BUS 305 - HUMAN RESOURCE MANAGEMENT - QUIZ: (1 HOUR)

INSTRUCTIONS: Answer ALL questions and ONLY in the spaces provided.

1. Mention the two forms of sexual harassment in the work environment. (1 mark)

- Quid pro quo (something for something) harassment
- Hostile environment

2. Explain the term Bona-Fide Occupational Qualification (BFOQ). (1 mark)

Bona-Fide Occupational Qualification is a limited amount of power given to employers with regards to discrimination to a certain extent.

3. Current definitions of discrimination stresses two standards or criteria. Explain these standards or criteria. (2 marks)

- Unequal treatment of people - This is where people are discriminated against based on the basis of their skin ethnicity, languages spoken and so on.
- Unequal impact - This is a situation where a particular criterion for selecting potential employees eliminate a certain group of people straight away.

4. According to Bohlander et al. (2006), worker productivity is the result of combination of three factors. List these factors. (1½ marks)

- Worker's ability
- Motivation
- Work environment

5. List any four functions of Human Resource Management. (2 marks)

- Human resource planning
- Training and development
- Recruitment, selection and placement of employees
- Planning compensation for employees

• Unequal treatment practice is considered to be discriminatory when different employment standard are applied to different applicants for a job.

• Equal impact practice is considered to be discriminatory

6. Describe any three ways in which job analysis results may be used.
- For more effective and efficient use of people
 - For more satisfied and ~~for~~ better developed employees
 - For more effective equal employment opportunity
6. List any four competitive challenges that affect Human Resource Management

- Globalization
- Technology
- Responsiveness
- Managing change

8. Explain the three forms of discrimination in employment.

- Disparate treatment of people (direct discrimination) - This involves people based on their race, ethnic, sex and age. The question in mind is whether these factors will be relevant to the employee in the work.
- Disparate impact (indirect discrimination) - This involves people using a certain criterion which automatically eliminates a group of people. Example is where the same examination is given applicants and university graduates applying for the same work.
- Pre-employment discrimination - This refers to where an employer asks a referral to people before they are employed. Example, where an organization is asked to make referrals of people who are to get to a time where the other group will realise that they are against.

9. State any three consequences of poor management of an organisation's Human Resource Management.

- High labour turnover
- High rate of absenteeism which may lead to low productivity
- Poor and bad image for the organization in question

11. Describe the three crucial elements needed for an organisation to be effective.

- Human Resource management
- Human resource
- Organizational structure
- Organizational strategic mission

10. Explain any two responsibilities and two competencies of Human Resource Managers in organisations. (4 marks)

- Advising and Counselling - Human Resource Managers advise and counsel supervisor line managers and even the CEO in matters relating to human resource management.
- Provision of services - They provide services such as recruitment, selection, training and development of employees to an organization.
- Mastery of Human Resource Management - They must be conversant with all matters of human resource management. They must be able to change to suit the new techniques in HR.
- Personal Credibility - They must be persons with high sense of integrity and do worth emulating. They should not do things which will bring the name of the org into disrepute.

12. In your opinion how different is recruitment from selection of potential employees. (2 marks)

Recruitment is the process of identifying and encouraging or inducing potential applicants to apply for existing job vacancies while Selection involves choosing from a list of applicants people who are more qualified.

13. Mention the three main factors that have led to the development of Equal Employment Opportunity. (1½ marks)

- Changing societal values
- Economic status of women, minorities and the people with disabilities
- Government - Law and regulations

14. What do you understand by the term Human Resource Planning? (2 marks)

- Human Resource Planning refers to the process of anticipating the movement of employees into, within, and outside the organization.

15. Differentiate between job description and job specification. (2 marks)

- Job description refers to a written clear explanation of what a particular job entails. It talks of the duties required of an employee who is supposed to work on that job.
- Job specification refers to the qualification that an employee requires to be able to perform in a particular job.

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