



UNIVERSITI SAINS ISLAM MALAYSIA

جامعة العلوم الإسلامية الماليزية
ISLAMIC SCIENCE UNIVERSITY OF MALAYSIAFINAL EXAMINATION
SEMESTER I, ACADEMIC SESSION 2007/2008

DATE : OCT-NOV 2007

DURATION : 2 HOURS 30 MINUTES

AAM 3033

PENGURUSAN SUMBER MANUSIA
(HUMAN RESOURCE MANAGEMENT)

INSTRUCTIONS TO CANDIDATES:

1. This paper contains **TWO (2)** parts: **Part A** and **Part B**.
2. Answer **ALL** questions in the **OMR form** provided.
3. Candidates are not allowed to take question papers out of the examination hall.
4. Please complete your particular in the **Borang H** provided.

DO NOT OPEN THIS QUESTION BOOKLET UNTIL YOU ARE TOLD TO DO SO

This question booklet has **TEN (10)** printed pages excluding this cover page

SECTION A: TRUE/FALSE QUESTIONS (15 QUESTIONS)**PLEASE ANSWER ALL QUESTIONS IN THE OMR SHEET BY INDICATING "A" FOR TRUE AND "B" FOR FALSE**

1) The HRM functions of recruiting, training, compensating, appraising performance, etc., use job analysis data to accomplish these tasks.

- a) TRUE
- b) FALSE

2) Downsizing is subcontracting work to an outside company that specializes in and is more efficient at doing that kind of work.

- a) TRUE
- b) FALSE

3) A written document that identifies, describes, and defines a job in terms of its duties, responsibilities, working conditions, and specifications is referred to as a job analysis.

- a) TRUE
- b) FALSE

4) A work arrangement in which two or more employees divide a job's responsibilities, hours, and benefits among themselves is referred to as job sharing.

- a) TRUE
- b) FALSE

5) A system used to collect, record, store, analyze, and retrieve data concerning an organization's human resources is referred to as HRIS

- a) TRUE
- b) FALSE

6) The labor supply for an organization is how many workers are available with the required skills to meet company needs.

- a) TRUE
- b) FALSE

7) The HR department should take sole responsibility to recruit, select, and socialize new employees.

- a) TRUE
- b) FALSE

8) A quit and a retirement are similar types of employee separations since both are initiated by the employee.

- a) TRUE
- b) FALSE

9) To enable employees to meet future company expectations, HR should implement employee development.

- a) TRUE
- b) FALSE

10) The process of providing employees with specific skills or helping them correct deficiencies in their performance is referred to as training.

- a) TRUE
- b) FALSE

11) A technique in which managers walk around and talk to employees informally to monitor informal communications, listen to employee grievances and suggestions, and build rapport and morale is referred to as Management By Objective (MBO).

- a) TRUE
- b) FALSE

12) An Employee Assistance Program (EAP) is a company-sponsored program that helps employees cope with personal problems that are interfering with their job performance.

- a) TRUE
- b) FALSE

13) Labor Supply is how many workers the organization will need in the future.

- a) TRUE
- b) FALSE

14) Voluntary separation results from one of two conditions: 1) economic necessity or 2) a poor fit between the employee and the organization.

- a) TRUE
- b) FALSE

15) The purpose of exit interview is to find out the reasons why the employee is leaving or to provide counseling and/or assistance in finding a new job.

- a) TRUE
- b) FALSE

SECTION B: MULTIPLE CHOICE QUESTIONS (45 QUESTIONS)**PLEASE CHOOSE THE CORRECT ANSWER AND INDICATE IT IN THE OMR SHEET.**

16) A dual-career family is one in which:

- a) the major "bread-winner" works two jobs.
- b) the wife is a homemaker and the husband works outside of the home.
- c) the major "bread-winner" experiences a career change and takes a new job.
- d) both husband and wife work.
- e) both husband and wife own their own business.

17) Transferring responsibility and decision-making authority from central office staff to the people closest to the situation that demands attention is an example of:

- a) decentralization.
- b) corporate restructuring.
- c) the effect of the evolving nature of work roles.
- d) downsizing.
- e) outsourcing.

18) The role of HR Department is to:

- a) alleviate the personnel management responsibility from managers.
- b) develop technical expertise to win more management battles than it loses.
- c) mind its own business and leave the understanding and running of the business to the line managers.
- d) support and help managers perform their jobs.
- e) all of the above

19) Strategic human resource planning is:

- a) the process of responding appropriately to HRM problems as they arise.
- b) the process of winning the commitment of line management to support HRM practices.
- c) the process of formulating HR strategies and establishing programs to implement them.
- d) largely the responsibility of HRM professionals with minimal input by line management.
- e) a dying practice as more companies move to TQM.

20) Yusuf systematically collects information about the tasks, duties, and responsibilities of each position that reports to him in order to make effective hiring decisions about those jobs. Yusuf is using _____ to improve his recruiting efforts.

- a) work flow analysis
- b) flexible work designs
- c) business process reengineering
- d) job analysis
- e) work study programs

21) A summary statement of the essential job duties and responsibilities of a job is called a:

- a) work flow analysis.
- b) job analysis.
- c) job description.
- d) performance appraisal.
- e) task identification summary.

22) Which of the following is NOT an element of a job description?

- a) Job summary
- b) Job compensation
- c) Job duties and responsibilities
- d) Job specifications
- e) Identification information

23) Diversity is a function of:

- a) stereotyping.
- b) an individual's group membership.
- c) individual characteristics, some of which can be changed, and some over which one has no control.
- d) segmented communication networks.
- e) the current implementation of affirmative action programs and their quotas.

24) Azhar is working through a process to ensure his company has a right number of people with the right skills to meet their goals in delivering service and outputs to their customers. Azhar is engaged in:

- a) forecasting.
- b) human resource planning.
- c) recruiting.
- d) selecting.
- e) estimating labor demand.

25) In the hiring process, generating a pool of qualified candidates for a job constitutes the _____ phase.

- a) recruitment
- b) selection
- c) socialization
- d) orientation
- e) interviewing

26) The best recruitment source which tends to result in attracting employees, who experience greater loyalty, tenure, and job satisfaction than other recruiting sources, is:

- a) referrals from current employees.
- b) former employees.
- c) college campus recruiting.
- d) employment agencies.
- e) advertisements.

27) In the job interview, questions used to discover how job candidates would respond to given work situations are called:

- a) unstructured questions.
- b) worker requirement questions.
- c) job knowledge questions.
- d) structured questions.
- e) situational questions.

28) The process of making hire or no-hire decisions describes the ____ step of the hiring process.

- a) recruitment
- b) selection
- c) socialization
- d) testing
- e) interviewing

29) When considering who should make hiring decisions, it is important to remember:

- a) that the best decisions result from letting subordinates make the choice.
- b) that it is a natural extension of the HR function and they are most familiar with the position.
- c) that upper management has the most at stake; they should make the decision.
- d) that line managers are most knowledgeable about the job and who must work with the candidate.
- e) never to involve the coworkers since they tend to choose people like themselves, perpetuating the current culture.

30) A company wants to know the rate at which employees voluntarily leave the firm. The company needs to:

- a) measure its turnover rate.
- b) conduct an HR audit.
- c) conduct a diversity audit.
- d) track reasons for discharges and separations.
- e) none of the above

31) Which of the following is an example of a voluntary separation?

- a) A layoff
- b) A retirement
- c) A quit
- d) A discharge
- e) b and c

32) The primary difference between a layoff and a discharge is:

- a) a layoff is an involuntary separation and a discharge is a voluntary separation.
- b) a layoff is a voluntary separation and a discharge is an involuntary separation.
- c) a discharge occurs when the company's strategy forces it to reduce its workforce and a layoff occurs when there is a poor fit between the employee and the organization.
- d) a layoff occurs when the company's strategy forces it to reduce its workforce and a discharge occurs when there is a poor fit between the employee and the organization.
- e) a layoff does not affect the morale of surviving employees as much as an employee discharge does.

33) The major difference between downsizing and rightsizing is:

- a) rightsizing involves reducing the size and scope of a business, while downsizing is a reorganization of the business.
- b) more workers are likely to be fired during rightsizing than during downsizing.
- c) downsizing involves reducing the size and scope of a business, while rightsizing is a reorganization of the business.
- d) the purpose of rightsizing is to improve financial performance, while the purpose of downsizing is to increase efficiency.
- e) a and d

34) Which of the following is a comprehensive list of the functions in performance appraisal?

- a) Identifying, measuring, and managing human performance in organizations
- b) Identifying, determining, and implementing human performance in organizations
- c) Performing an employee assessment based either on relative or absolute judgments
- d) Performing an employee assessment based upon both relative and absolute judgments
- e) None of the above

35) The most common use of performance appraisals is:

- a) for compliance with regulations.
- b) to justify employee terminations.
- c) to improve organizational performance.
- d) to make administrative decisions.
- e) to manage employee performance.

36) Job performance dimensions are:

- a) behavioral standards that employees should display.
- b) aspects of performance that determine effective job performance.
- c) a way to eliminate rater bias in the performance appraisal.
- d) the relative judgments that a rater makes about an employee's job performance.
- e) job appraisals conducted in businesses that are greatly influenced by organizational politics.

37) MBO, management by objective, performance appraisal systems are:

- a) trait-based performance systems.
- b) absolute performance appraisal systems.
- c) an outcome-based approach to performance appraisals.
- d) behavioral-based appraisal systems.
- e) none of the above

38) The goal of employee development is:

- a) an immediate improvement in performance.
- b) to prepare for future work.
- c) to improve performance on the current job.
- d) to develop key skills.
- e) to improve performance by addressing deficiencies in knowledge.

39) Employee development is different from training in that employee development:

- a) has a longer time frame than training.
- b) focuses on the current job.
- c) is narrow in scope.
- d) has the goal of improved performance.
- e) has a shorter time frame than training does.

40) The training process can be broken into:

- a) four phases: assessment, design, implementation, evaluation.
- b) two phases: assessment and evaluation.
- c) three phases: assessment, training, and evaluation.
- d) five phases: organizational assessment, personal analysis, development, conduct, and evaluation.
- e) five phases: organizational analysis, task analysis, development, conduct, and evaluation.

41) Ahmad is examining the effectiveness and usefulness of a training program. He is in the _____ phase of training.

- a) development
- b) conduct
- c) needs assessment
- d) facilitation
- e) evaluation

42) Training is effective only:

- a) when it is focused on areas that are controllable by employees.
- b) when it is more costly than the problem itself.
- c) during times of economic downturn.
- d) when company morale is high.
- e) when the goals for the training are left open.

43) Objectives for a training program:

- a) don't need to be content specific.
- b) should take into consideration the cost of the program.
- c) should be stated in terms of employee traits.
- d) should be related to the KSAs identified in the task or job analysis.
- e) are relatively unimportant as long as care is exercised in participant selection.

44) The best training method to ensure maximum transfer of learning to the job is:

- a) computer-aided training.
- b) simulation-based training.
- c) off-the-job training.
- d) classroom training.
- e) on-the-job-training.

45) An important disadvantage of OJT training is that:

- a) those who can perform the job may not be able to teach others how to do the task.
- b) it is the most expensive type of training to conduct.
- c) it tends to have the least transferability of learning the actual job.
- d) trainees may take it as time away from work and not learn a lot.
- e) there are significant costs in terms of management time.

46) Which of the following is a presentation technique that is common in training?

- a) Role playing
- b) Virtual reality
- c) Computers
- d) Case study
- e) All of the above

47) You need an individualized, low-cost, standardized, and easily distributed training process for employees. Your best choice of presentation option is:

- a) computer programs (online).
- b) classroom training.
- c) any simulation.
- d) slides or videotape.
- e) lecture.

48) The use of lecture in classroom instruction is often viewed as:

- a) the most versatile presentation format by training experts.
- b) boring by participants.
- c) the easiest and quickest way to update any presentation method.
- d) out-of-date due to the extensive use of computers in training.
- e) the most expensive form of training presentation.

49) Sumaiyah wants to help her employees to "think out of the box" and solve daily production problems more effectively. What kind of training may help?

- a) Diversity training
- b) Literacy training
- c) Creativity training
- d) Cross-functional training
- e) Customer service training

50) Career development:

- a) usually involves a one-time event or opportunity to enhance long-term skills.
- b) is a formal, organized, ongoing effort to develop people's skills.
- c) has been in existence since the turn of the century.
- d) is usually a highly selective process which guarantees success through that selectivity.
- e) focuses on individual over organizational needs.

51) The "glass ceiling" is:

- a) an organizationally implemented program that helps women and minorities attain upper-level job positions.
- b) the boundary in an organization which prohibits any minority group member from rising to upper-level job positions.
- c) the filtering of minority group members or women into non-revenue producing areas of a business.
- d) the informal barrier that minority group members including women may face when trying to advance their careers beyond a specific level.
- e) the exclusion of minority group members from networking and participation in policy-making committees.

52) The compensation system of a company:

- a) has no bearing on the labor costs of the business.
- b) relates exclusively to attracting employees.
- c) has a direct relationship on labor costs and whether employee costs contribute or detract from business profitability.
- d) is free from all government regulation.
- e) all of the above

53) The perceived fairness of what an employer pays, relative to what other employers pay for the same type of labor, is a description of:

- a) the distributive justice model of compensation.
- b) the labor market model of compensation.
- c) egalitarianism in compensation.
- d) internal equity in compensation.
- e) external equity in compensation.

54) Job specifications:

- a) consist of worker characteristics necessary for successful performance.
- b) require the rating of each position described.
- c) list all the compensable factors of a particular job.
- d) focus on skill sets necessary to perform a task.
- e) identify, define, and describe each job in terms of its duties, responsibilities, and working conditions.

55) Employees commit "theft" against their employers by doing which of the following?

- a) Selling trade secrets
- b) Taking extra-long lunches
- c) Misusing sick leave for extra vacation time
- d) Working for another employer on company time
- e) All of the above

56) The most common type of pay for performance is:

- a) nonfinancial incentives.
- b) perks.
- c) bonuses.
- d) employee services.
- e) stock options.

57) For a company to have good employee relations, it should:

- a) recognize its labor union.
- b) choose an above-the-market compensation strategy.
- c) practice empowerment in conjunction with TQM.
- d) treat all employees fairly and consistently.
- e) maximize stockholder wealth.

58) Which of the following may be a symptom of a troubled employee?

- a) Early departures from work
- b) Unusual on-the-job accidents
- c) Unexcused absences
- d) Quarrel with co-workers
- e) All of the above

59) A company program that encourages, evaluates, and implements suggestions from employees is a(n):

- a) suggestion system.
- b) employee recognition program.
- c) employee feedback program.
- d) speak-up program.
- e) recognition awards program.

60) _____ give credit to people or teams that make outstanding contributions to the firm.

- a) Employee assistance programs
- b) Suggestion systems
- c) Employee feedback programs
- d) Recognition awards
- e) Employee communication programs