



جامعة السلطان الشريف علي الإسلامية
UNIVERSITI ISLAM SULTAN SHARIF ALI
SULTAN SHARIF ALI ISLAMIC UNIVERSITY

Faculty of Islamic Economics and Finance Semester I, 2020/2021 Academic Session

Final Examination Question Paper

Course Code : BF3325
Course Name : Human Resource Management
**Course Level : Bachelor of Science in Islamic Finance &
Bachelor of Business Management**
Time : 3 hours

Note(s):

1. This examination is divided into three (3) sections and carries a total of 100 marks.
2. Write ALL of your answers in the Answer Booklet provided.
3. Section A consists of Multiple Choice Questions which carries 30 marks.
4. Section B consists of Short Answer Questions questions which carries 30 marks.
5. Section C consists of Case Study Questions which carries 40 marks.
6. Candidates **are not allowed** to take the Answer Booklet out of the examination venue.

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SECTION A: Multiple Choice Questions. Please answer all questions and write the 'letter' of your answer in your answer booklet. Each question carries 1.5 marks. (TOTAL: 30 MARKS)

1. ____ is a competency of the HR manager that entails knowing the business of their organization thoroughly. One must understand its economic and financial capabilities as well as develop external relations skills focused on their customers.
 - a. Change Mastery
 - b. HR Mastery
 - c. Business Mastery
 - d. Personal Credibility

2. A firm's top ____ manager is in a good position to be the "chief ethics officer" of an organization.
 - a. HR
 - b. Finance
 - c. Production
 - d. Marketing

3. Hiring someone outside the company to perform tasks that could be done internally is known as:
 - a. outplacement.
 - b. contracting.
 - c. outsourcing.
 - d. employee leasing.

4. The first step in strategic planning is:
 - a. analyze the competition.
 - b. interview potential employees.
 - c. review failed plans from the past.
 - d. establish a mission, vision, and values for the organization.

5. Benchmarking refers to:
 - a. identifying employees with promotion potential
 - b. identifying performance differences with competing firms
 - c. the process of identifying the best practice of a firm in a given area and comparing your practices to theirs
 - d. the process of establishing performance standards through HRP

6. Environmental factors that are frequently attended to by organizations include all of the following except:
 - a. economic factors.
 - b. demographic trends.
 - c. technological changes.
 - d. employee turnover and absenteeism rates

7. Most job descriptions contain all of the following except a:
- job title.
 - job identification section.
 - job duties section.
 - job evaluation section.
8. According to the work of Herzberg, managers can enrich the jobs of employees by:
- adding more responsibility to jobs.
 - increasing fringe benefits.
 - improving the quality of employee supervision.
 - removing safety hazards.
9. _____ are groups of highly trained individuals performing a set of interdependent job tasks within a natural work unit. The team members rely on consensus-type decision-making to perform their work duties, solve problems, or deal with internal or external customers.
- Cross-functional teams
 - Self-directed teams
 - Project teams
 - Task-force teams
10. A compressed work week provides all of the following, EXCEPT:
- Improved recruitment and retention of employees
 - Better coordinated work and production schedules
 - A reduction in job satisfaction and morale
 - Greater accommodation for the employee in making personal appointments
11. _____ is the process of keeping track of and maintaining relationships with former employees to see if they would be willing to return to the firm.
- Nepotism
 - Re-recruiting
 - Appraisal longevity
 - Projected appraising
12. Employability refers to:
- the skills and support needed to find a job
 - the process of de-selecting candidates not suited to a particular position
 - completing assessment center activities
 - organizational benefit from developing a training program
13. The benefits of providing job applicants with a balanced, honest, and realistic portrayal of a job position include all of the following except:
- improved job satisfaction.
 - reduced voluntary turnover.
 - realistic job expectations.
 - enhanced expectations and aspirations.

14. The four phases of a systems approach to training are:
- needs assessment, program design, program implementation, and evaluation.
 - organization analysis, task analysis, person analysis, and performance analysis.
 - needs assessment, person assessment, program implementation, and evaluation.
 - organization assessment, KSA assessment, person assessment, and evaluation.
15. The most common method used for training nonmanagerial employees is:
- vestibule training
 - computer-based instruction
 - on-the-job training
 - apprenticeships

SECTION B: Short Answer Questions. Please choose ONLY THREE questions out of FOUR questions. Each question carries 10 marks. (TOTAL = 30 MARKS)

Question 1 [20 Marks]

- Identify any five skills and competencies that are needed to be a successful human resource practitioner. (10 marks)
- What are the major roles and responsibilities of a human resource manager? (10 marks)

Question 2 [20 Marks]

- Compare and contrast the following five interview approaches: (1) nondirective interview, (2) structured interview, (3) situational interview, (4) behavioral description interview, and (5) Panel and Sequential Interview. (10 marks)
- Define the concepts of 'Reliability' and 'Validity' used in the selection process of any employment activity with an example for each term. (5 marks)
- What is a preemployment test? List down any five types of tests that are used in the selection process. (5 marks)

Question 3 [20 Marks]

- Career development programs often contain segments designed to further the advancement of special groups within an organization. Briefly discuss five ways that employers can facilitate the career development of women. (10 marks)
- Compare and contrast the advantages of internal and external sources of recruitment. (10 marks)

Question 4 [20 Marks]

- State any five purposes of a performance appraisal in both the developmental and administrative views. (10 marks)
- Explain the difference between employee performance management and performance appraisal. (5 marks)
- State five reasons why performance appraisal programs sometimes fail. (5 marks)

SECTION C: Case Study. Answer ONLY TWO cases out of THREE case studies. (Each question carries 20 marks. TOTAL = 40 MARKS)

CASE STUDY 1 – Zain's Interview at AJNA Enterprise

Zain was feeling pleased with himself as he had been called to attend an interview for the vacant post of Market Research Officer in AJNA Enterprise. He had put on his new white shirt and colourful tie which he had bought especially for the interview. According to the company's letter, his interview was to start at 10.00 a.m. but when he arrived at 9.45 a.m., he found there were 10 other candidates waiting to be interviewed. The receptionist told him to take a seat and apologized for the delay. His interview was not scheduled for 12.00 noon.

At 12.15 p.m., he was called into the interview room where he found himself faced by three stern-looking interviewers. The man in the middle said, "Are you Zain Ilmi?" Zain confirmed this information. There was some confusion while the other two interviewers looked through some papers, exchanged files and whispered together. Zain stood patiently. Eventually, the man on the right said, "Don't you want to sit down? We can't interview you while you're standing, you know!". Zain immediately sat on the seat facing the interview panel and said, "I would like to thank you for calling me for this interview. I would be pleased to explain why I think I can contribute to your organization as a Marketing Officer". Upon which, one of the interviewers said, "Young man, just answer our questions, please. Why are you wearing such a colourful tie? Don't you think it is important to dress conservatively in the office?" before Zain had a chance to respond, the interviewer seated in the middle asked, "What do you think of our company's products?"

Zain's heart sank. This was not what he had expected at all. He began to regret having applied to this company for a job.

Case Questions:

1. Identify the mistakes made by the interviewers in the case. (10 marks)
2. How might the interview process be improved? (10 marks)

CASE STUDY 2 – Azfar's First Experience of Training

Azfar was excited. He had received notification from his Head of Department that he was to attend a training programme in the company's training room. Unfortunately, the memo from his boss did not provide any details about the programme other than the date, time, and place. Nevertheless, Azfar was present in the training room at the stated time. To his surprise, no one else was there and the room was clearly not ready for a training session. There was rubbish strewn around and the tables and chairs were stacked against one wall. He waited and waited, until half an hour later a senior employee turned up who said, "You're a bit early! We never start training here until at least an hour after the stated time. The trainers from headquarters are always late".

The senior employee was clearly correct. After another half hour of waiting a few more employees arrived and so did a person who introduced himself as the trainer. He wrote up on the whiteboard "Training for Today: How to Close a Sale". Azfar thought to himself that the trainer did not look or sound very impressive. He was wearing a shirt with curry stain on the front, baggy trousers and sandals. He spoke very softly, so Azfar found it hard to hear him.

The trainer talked non-stop for three hours, after which he asked Ali and the other learners whether they had any questions. By that time, they were all so tired and keen to have a break that no one asked anything. Azfar was astonished that after the break the trainer suggested they all write down the key points of his lecture on how to close a sale. Azfar thought that some practice sessions might be useful, so he asked the trainer, "Are we going to have an opportunity to role-play?" The answer given was "Why should we role-play? I have told you what to do to close a sale. All you have to do is implement what I have explained."

Case Questions:

1. What mistakes has the company made when organizing this programme? (10 marks)
2. What are the weaknesses of the training facilitator? (10 marks)

CASE STUDY 3 – Appraisal at AJNA Enterprise

AJNA Enterprise's Managing Director, Umar, sat at his desk planning what he was going to say to Alyssa, the Factory Manager, with whom he would be holding her annual performance review in a few minutes. Umar disliked these reviews because it was very difficult telling people about their weaknesses.

When Alyssa knocked on the door, Umar motioned her in and curtly told her to sit down.

"Alyssa, I'm not at all happy with your performance. Your department has a shocking record on attendance, your accident rate is disgraceful and customer complaints about the quality of our product are increasing. Furthermore, I understand that your eldest son is getting into trouble at school. You are going to have to pull your socks up or you will be looking for a new job!"

Alyssa stood up and, with a face as red as a tomato, shouted at Umar, "How dare you criticize my work! You're the one who is never around when you're needed. You are always out playing golf. There's nothing wrong with my workers' attendance. Why don't you check out Marketing? Their record is much worse and there wouldn't be so many accidents if you had bought the machine guards which I recommended to you last year. You said we couldn't afford them. Well, now you can see the results! And lastly, leave my son out of this. My private life is no business of yours."

With that, Alyssa stormed out of the office.

Case Questions:

1. What mistakes is Umar making in his performance appraisal of Alyssa? (10 marks)
2. How can an appraiser manage emotional outbursts from a subordinate during an appraisal interview? (10 marks)

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