



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 20 marks.
4. Section B consists of Short Answer Questions questions which carries 40 marks.
5. Section C consists of Case Study Questions which carries 40 marks.
6. Candidates **are not allowed** to take the Exam Question 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 2 marks. (TOTAL: 20 MARKS)

1. Developmental purposes of performance appraisal include all of the following except:
 - a. recognizing individual performance
 - b. validating selection procedures
 - c. improving communication
 - d. identifying strengths and weaknesses

2. One advantage of peer appraisals is that:
 - a. peers are less politically motivated than supervisors
 - b. peers may furnish more accurate and valid information than supervisors
 - c. peers may work harder to help other employees improve performance
 - d. peers are often partially responsible for the performance of other co-workers

3. Reliability in performance appraisal is measured by:
 - a. correlating two sets of ratings made by different raters
 - b. correlating the ratings of an employee at two different points in time
 - c. linking performance standards to organizational goals
 - d. quantifiable performance standards

4. The appraisal interview:
 - a. should take place in one session in order to give the employee a complete view of his or her performance.
 - b. can be divided into two sections, though this is not advisable.
 - c. is a time for the supervisor to give feedback on past performance and should not be used for developmental purposes.
 - d. should be held in two segments because the rater must perform the role of both evaluator and counselor.

5. Elements of the job such as skills, effort, responsibilities, and working conditions are referred to as:
 - a. job specifications
 - b. job classification factors
 - c. compensable factors
 - d. factor comparisons

6. Which of the following is NOT an issue related to the design of a training program?
 - a. instructional objectives
 - b. trainee readiness and motivation
 - c. principles of learning
 - d. trainee ethnic characteristics

7. An analysis of the sets of skills and knowledge needed for decision-oriented and knowledge-intensive jobs is referred to as:

- a. task analysis
- b. needs assessment
- c. competency assessment
- d. job analysis

8. Diversity training comes in which different forms?

- a. equal employment and affirmative action
- b. process and behavior
- c. awareness building and skill building
- d. minority and non-minority

9. The type of interview that provides the greatest consistency or standardization with respect to the questions asked is the:

- a. nondirective interview
- b. situational interview
- c. structured interview
- d. unstructured interview

10. The benefits of panel interviews include:

- a. longer decision time
- b. less agreement on ratings
- c. the same benefits as a structured interview
- d. higher reliability because of multiple inputs

SECTION B: Short Answer Questions. Please choose ONLY TWO questions out of FOUR questions. Each question carries 20 marks. (TOTAL = 40 MARKS)

Question 1 [20 Marks]

- (a) Explain the four components involved in designing a training program. (8 marks)
- (b) Explain the P.R.O.P.E.R. method of on-the-job training. (12 marks)

Question 2 [20 Marks]

- (a) Identify and explain the different types of employment tests. (10 marks)
- (b) List and discuss the steps in the hiring process. (10 marks)

Question 3 [20 Marks]

- (a) Discuss some of the common goals of a strategic compensation policy. (10 marks)
- (b) What are some of the factors that can influence wage rates in a firm? (10 marks)

SECTION C: Case Study. Answer ALL CASE STUDY QUESTIONS. (Each question carries 20 marks. TOTAL = 40 MARKS)

CASE STUDY 1 – Working Hours at Syarikat Regal Crystal Sendirian Berhad

Syarikat Regal Crystal is a medium-sized manufacturer of decorative items made from wood, including photo frames, music boxes and other items – a large proportion of which are exported. Its location is just off one of the main roads in Gadong, an area which faces massive traffic jams every morning and evening. Most of the workers use their own means of transport to get to work and lateness has been increasing in the last year or two in tandem with the increase in traffic in the area. More than 80% of the workforce are female and married, and most of the workers have several preschool children. About half of these workers have been with the company since it was first established 10 years ago and are highly skilled and experienced. It would be difficult for the company to replace them should they choose to resign. In recent months, a number of the best workers have intimated to the Human Resource Manager that they were having problems balancing their personal commitments and their work.

The Human Resource Manager is wondering whether a major review of the working hours would help stem the potential outflow of talented workers.

Case Questions:

1. What are the working hour options available to the company? (10 marks)
2. What steps should the Human Resource Manager take to find out whether changing the working hours would solve the problem the company is facing? (10 marks)

CASE STUDY 2 – Appraisal at Simply Gorgeous Sendirian Berhad

Simply Gorgeous' Managing Director, Rashid, 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. Rashid disliked these reviews because it was very difficult telling people about their weaknesses.

When Alyssa knocked on the door, Rashid 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 Rashid, "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 Rashid making in his performance appraisal of Alyssa? (10 marks)
2. What can you do differently if you were in Rashid's position? (10 marks)

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