



**UNIVERSITY OF RUHUNA**  
**FACULTY OF MANAGEMENT AND FINANCE**

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**BBA 12033 Human Resource Management**

Academic Year 2021/2022

BACHELOR OF BUSINESS ADMINISTRATION HONOURS DEGREE

1000 LEVEL SECOND SEMESTER END EXAMINATION -  
FEBRUARY/MARCH 2023

*Three Hours*

**Instructions**

- ➔ Paper contains Part A and Part B. Answer all questions



**PART A**

**Part A contains 40 questions. Answer all questions in the given answer booklet.**

01. The term bottom-up approach is commonly associated with
  - a. Group technique
  - b. Delphi technique
  - c. Unit forecasting
  - d. Work study technique
  
02. .... a work schedule in which employee works for fewer days per week but more hours for each day of working
  - a. Shift work
  - b. Compressed work week
  - c. Telecommuting
  - d. Work sharing
  
03. .... is a document that indicates short term employee recruitment of a certain organization for a certain period of time.
  - a. Succession plan
  - b. Replacement chart
  - c. Staffing table
  - d. None of the above
  
04. The technique attempts to obtain independent judgement from a panel of experts is known as
  - a. Observation technique
  - b. Delphi technique
  - c. Managerial judgement
  - d. Work study technique

05. .... refers to the use of computers networks and other communication technology to do work from home.
- a. Flex work
  - b. Compressed work week
  - c. Telecommuting
  - d. None of the above
06. Which of the following information is not containing in a skill inventory?
- a. Identification information of the job
  - b. Education
  - c. Job duties of the employee
  - d. Current and past job performance evaluations
07. Which of the following is not a behavioral element of a job design?
- a. Skill variety
  - b. Feedback
  - c. Standardization
  - d. Autonomy
08. The information resulting from job analysis is used for writing .....
- a. Job descriptions
  - b. Work activities
  - c. Work aids
  - d. Performance standards
09. Which of the following types of information can be collected via a job analysis?
- a. Work Activities
  - b. Human behaviors
  - c. Job context
  - d. All of the above
10. Which term refers to a written statement that describes the activities and responsibilities of the job?
- a. Job specification
  - b. Job analysis
  - c. Job report
  - d. Job description
11. A ..... summarizes the personal qualities traits skills and background required for getting the job done.
- a. Job specification
  - b. Job report
  - c. Job description
  - d. Job context

12. Which of the following methods is used to gather job analysis data?
  - a. Interviews
  - b. Questionnaires
  - c. Observation
  - d. All of the above
  
13. Who is interviewed by managers collecting job analysis data?
  - a. Job incumbent
  - b. Groups of employees with the same job
  - c. Supervisors who know the job
  - d. All of the above
  
14. The field of Human Resource Management include
  - a. Employment planning
  - b. Staffing and development
  - c. Employee and labor relations
  - d. All of the above
  
15. Optimum use of employees by minimizing wastage is defined as
  - a. Effective utilization of human resource
  - b. Efficient utilization of human resource
  - c. Productive utilization of human resource
  - d. Operation utilization of human resource
  
16. Generate and retain an appropriate and contingent human force which gives the maximum contribution to organizational success and progress of success is a.....
  - a. Strategic objective of HRM
  - b. Generic purpose of HRM
  - c. Strategic goals of HRM
  - d. Function of HRM
  
17. Which of the following technique is considered as a traditional job design technique
  - a. Perceptual motor technique
  - b. Ergonomics
  - c. Scientific technique
  - d. None of the above
  
18. Which of the following is not a strategy to be pursued when organization face employee shortage conditions?
  - a. Encouragement of leaves of absences
  - b. Hire temporary employees
  - c. Allow present staff to engage in overtime
  - d. Subcontract works to other organization

19. Which of the following is not an appropriate strategy to deal with labour surplus condition?
- Offering incentive for early retirement
  - Transfer excess employees
  - Use slack time for employee training
  - Subcontract work to another firm
20. .... is a non-traditional work schedule in which employee works for a certain number of hours per day but for varying times of starting and ending the daily work.
- Part time
  - Telecommuting
  - Flex time
  - Compressed work weeks
21. For which of the following job is direct observation not recommended to collect data used for job analysis?
- Assembly line worker
  - Engineer
  - Receptionist
  - Sales person
22. A ..... is the time it takes to complete a job.
- Job specification
  - Job cycle
  - Work week
  - Shift
23. Most of job descriptions contain sections that cover .....
- Job summary
  - Standards of performance
  - Work conditions
  - All of the above
24. What type of information is contained in the job identification section of a job description?
- Job title
  - Job summary
  - Major functions or activities
  - All of the above
25. Job enrichment can be described as .....
- assigning workers additional work at the same level
  - redesigning jobs to increase opportunities for responsibility
  - moving workers from one job to another
  - focusing workers on highly specialized jobs



26. Jack works at Hilton Hotel. Some weeks he works in catering but he also works in housekeeping and in reservations periodically. This is an example of .....
- Job enlargement
  - Job rotation
  - Job enrichment
  - Job specialization
27. Which of the following is not a part of the process of human resource planning
- Estimating human resource supply
  - Establishing recruitment objective
  - Forecasting human resource demand
  - Formulating appropriate strategies to deal with human resource surplus and deficit
28. Which of the following is not the elements of the job
- Responsibilities
  - Duties
  - Tasks
  - Performance standards
29. Arranging tasks, duties and responsibilities into an organizational unit of work for the purpose of accomplishing the primary goal and objectives of the organization is called as .....
- Job analysis
  - Job design
  - Performance evaluation
  - Organizing
30. Increasing the scope of a job by including a new related duties in addition to the current duties is identified as.....
- Job rotation
  - Job enlargement
  - Job enrichment
  - Scientific technique
31. .... refers to the process of matching physical setting of work with physiological characteristics of the employees
- Perceptual motor technique
  - Job rotation
  - Ergonomics
  - Scientific technique
32. Matching requirements of the job (task and duties) with mental abilities and characteristics of the employees is called as.....
- Ergonomics
  - Perceptual motor technique
  - Equal employment opportunities
  - Division of labour

33. Kamal believes that he has an opportunity to utilize his different range of skills in performing his job. This means that his job is designed including which of the following behavioral elements?
- Task identity
  - Task significance
  - Skill variety
  - Autonomy
34. The ..... facilitates in preparing two documents such as skill inventories and management inventories.
- Human Resource audit
  - Job analysis
  - Job description
  - Human resource planning
35. Job description does not contain details about
- Education qualification
  - Job summary
  - Location/ division of work
  - Working condition
36. .... can be derived from job analysis
- Job description
  - Job specification
  - Both job description and job specification
  - Skill inventories
37. A written summary of content and context of job is called .....
- Job analysis
  - Job description
  - Job design
  - Job specification
38. Which of the following is not an advantage of using interviews to collect job analysis data?
- Permits job analyst to explain unclear questions and probe into uncertain answers
  - Provides an opportunity for explaining the purpose of the job analysis
  - Data about irregularly performed activities and mental activities can be gathered
  - Economical in terms of cost and time
39. .... is a document which summaries the current employees' education, experiences, and competencies.
- Job specification
  - Job description
  - Staffing table
  - Skill inventories

40. Which of the following indicate the importance of human resource planning?
- To determine future employee needs
  - To control employee cost
  - To utilize human resource more efficiently and effectively
  - All of the above

(01 Mark\*40 Questions= 40 Marks)

## PART B

Part B contains 03 questions. Answer all questions.

### Question 01

- “Some HRM scholars defined recruitment as a positive process and selection as a negative process”. Do you agree with this statement? Justify your answer.  
(04 Marks)
- Suppose you have recruited as a Talent Acquisition Manager at Amaya Apparel Company. Your manager asked you to conduct an awareness session on Recruitment Procedure in manufacturing industry.  
Describe the recruitment process appropriate for the mentioned awareness session.

(06 Marks)

(Total 10 Marks)

### Question 02

- Rating errors refers to errors or mistakes made by evaluators when evaluating employees' performance. Briefly discuss four (04) common rating errors.  
(04 Marks)
- Discuss the three (03) dimensions of performance evaluation criteria with examples.  
(06 Marks)

(Total 10 Marks)

### Question 03

- “Training evaluation refers to measuring the degree of efficiency and effectiveness of the training program.” Briefly discuss the four levels of criteria to evaluate the success of a training program  
(04 Marks)
- Training methods are diverse and HR manager is required to choose the most appropriate training methods according to the scenario.  
List out common training methods used by managers and explain *two (02) methods* emphasizing its advantages and limitations  
(06 Marks)

(06 Marks)

(Total 10 Marks)

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