INSTRUCTIONS TO CANDIDATES

This question paper consists of two (2) sections:

Section A - 40 question (multiple choice questions)
Section B - 4 questions

Answer all questions in Section A and B.

All answers of:

Section A must be written in OMR objective paper provided.
Section B must be written in answer booklet provided.
The answer for each question must start on new page.

Candidates are NOT ALLOWED to bring any unauthorized items into the exam hall except with the permission of your invigilator.
SECTION A (40 MARKS)
ANSWER ALL QUESTIONS.

1. Which of the following terms refers to a procedure for providing new employees with basic background information about the firm?
   a. Selection
   b. Arbitration
   c. Orientation
   d. Recruitment

2. If an employer fails to train an employee adequately and an employee subsequently harms a third party, the court could find the employer liable for ________.
   a. discrimination
   b. hazardous training
   c. negligent training
   d. occupational fraud

3. Trainees should be provided adequate practice and be allowed to work at their own pace during a training session in order to ________.
   a. determine appropriate pay scales
   b. screen applicants based on ability
   c. provide employers with feedback
   d. transfer skills more easily to the job

4. The process of verifying that there is a performance deficiency and determining if such deficiencies should be corrected through training or through some other means is called ________.
   a. need analysis
   b. training strategy
   c. training assessment
   d. performance analysis
5. Which of the following terms refers to formal methods for testing the effectiveness of a training program?
   a. Scientific management  
   b. Performance management  
   c. Factor comparison method  
   d. Controlled experimentation

6. All of the following are the role of the employer in an employee's career development except ________.
   a. providing training opportunities  
   b. providing performance feedback  
   c. analyzing interests, values, and skills  
   d. communicating policies and procedures

7. Which of the following is the organization's role in an employee's career development?
   a. establishing goals and career plans  
   b. providing timely performance feedback  
   c. participating in career development discussions  
   d. providing mentoring opportunities to support growth

8. Which of the following terms refers to advancements to positions of increased responsibility?
   a. transfers  
   b. appraisals  
   c. retirements  
   d. promotions

9. Which of the following is the simplest and most often used method for predicting the future performance of a candidate for promotion?
   a. aptitude tests  
   b. prior performance  
   c. assessment centers  
   d. psychological exams
10. Which stage of the career cycle refers to the heart of most people's work lives and usually spans the ages 24 to 44?
   a. decline stage
   b. growth stage
   c. maintenance stage
   d. establishment stage

11. SMART goals are best described as ________.
   a. strategic, moderate, achievable, relevant, and timely
   b. specific, measurable, attainable, relevant, and timely
   c. specific, measurable, achievable, relevant, and tested
   d. straightforward, meaningful, accessible, real, and tested

12. Which performance appraisal problem is associated with supervisors giving all of their subordinates’ consistently high ratings?
   a. leniency
   b. strictness
   c. recency effect
   d. central tendency

13. Which of the following terms refers to the process of allowing subordinates to rate their supervisor's performance anonymously?
   a. paired evaluation
   b. upward feedback
   c. downward feedback
   d. supplemental evaluation

14. A supervisor who frequently rates all employees as average on performance appraisals most likely has a problem known as ________.
   a. strictness
   b. halo effect
   c. stereotyping
   d. central tendency
15. Which of the following is another term for an unstructured interview?
   a. directive  
   b. nondirective  
   c. unformatted  
   d. standardized

16. In order to conduct an effective interview, interviewers should NOT ask job candidates about their ________.
   a. knowledge  
   b. job skills  
   c. lifelong goals  
   d. willingness

17. Which of the following is the most likely outcome of using the same questions with all candidates being interviewed?
   a. favorable responses  
   b. weaknesses revealed  
   c. reduction of bias  
   d. expression of interest

18. Which question below is an example of a behavioral question?
   a. "What would you do if you were asked a question during a sales presentation for which you did not know the answer?"
   b. "Can you tell me about a time when you solved a really difficult problem?"
   c. "What is your attitude about working with a sales team instead of independently?"
   d. "What factors do you consider before underwriting an insurance policy for a new client?"

19. All of the following are preventive services offered by employers as part of their wellness programs except ________.
   a. anti-smoking incentives  
   b. low-cost immunizations  
   c. stress management seminars  
   d. case management services
20. All employers in Malaysia are compulsory to contribute to employees' retirement savings funds in the ________.

   a. Employees Provident Funds (EPF)
   b. Social Security Organisation (SOCSO)
   c. Human Resource Development Fund (HRDF)
   d. National Council for Occupational Safety and Health

21. Which of the following is used to anchor the employer's pay scale?

   a. grades
   b. job aid
   c. job metric
   d. benchmark job

22. According to many experts, which of the following would most likely reduce the wage gap between men and women?

   a. education
   b. experience
   c. federal legislation
   d. union intervention

23. Which of the following terms refers to a one-time payment some employers provide when terminating an employee?

   a. merit pay
   b. annual bonus
   c. severance pay
   d. performance pay

24. All of the following are typical reasons that employers provide severance pay when downsizing except ________.

   a. ensuring good public relations
   b. reassuring remaining employees
   c. showing respect for dismissed employees
   d. adhering to federal government requirements
25. Which of the following conditions must be met for an injured employee to earn workers' compensation from his or her employer?

   a. The employee was injured while on the job.
   b. The employee suffered the injury through no fault of his or her own.
   c. The employee worked full-time for the employer for a minimum of twelve months.
   d. The employee worked for a minimum of 1250 hours during the past twelve months.

26. All of the following are effective methods of improving workplace safety except _______.

   a. analyzing accident rates
   b. giving priority to safety issues
   c. publicizing an organization's safety policy
   d. setting unreasonable but challenging safety goals

27. Which of the following is the supervisor's primary role in safety?

   a. alerting top management to OSHA inspections
   b. setting health and safety standards for the firm
   c. helping workers file claims for job-related injuries
   d. conducting daily safety inspections of the workplace

28. The Occupational Safety and Health Act was intended to _______.

   a. set national, state, and local safety and health standards
   b. assure every person safe and healthful working conditions
   c. provide safe and healthful working conditions to self-employed persons
   d. prevent the occurrence of occupational illnesses among public employees

29. Improperly guarded equipment, defective equipment, hazardous procedures, and improper ventilation are all examples of _______.

   a. unsafe conditions
   b. chance occurrences
   c. unsafe employee behavior
   d. weather-related accidents
30. Alcoholism among employees will most likely lead to an increase in ________.

   a. job efficiency
   b. job satisfaction
   c. on-the-job accidents
   d. cautious job behavior

31. Which of the following terms refers to all forms of pay or rewards going to employees and arising from their employment?

   a. salary
   b. employee benefits
   c. wage reimbursement
   d. employee compensation

32. Which of the following terms refers to pay in the form of financial benefits, such as insurance?

   a. sales commission
   b. out-of-pocket expenses
   c. direct financial payments
   d. indirect financial payments

33. All of the following topics are typically addressed during employee orientation EXCEPT ________.

   a. daily routine
   b. wage curves
   c. personnel policies
   d. employee benefits

34. Surveys have found that ________ has the greatest influence on organizational performance and employee productivity.

   a. training
   b. feedback
   c. appraisals
   d. goal-setting
35. What is the second step in the training process?
   a. identifying specific skills of the job
   b. developing specific training objectives
   c. evaluating the program's successes or failures
   d. presenting the program to a small test audience

36. What is the final step in the training process?
   a. conducting a budget and needs analysis
   b. designing content for the training program
   c. rewarding employees for program participation
   d. evaluating the program's successes or failures

37. Trainees should be provided adequate practice and be allowed to work at their own pace during a training session in order to ________.
   a. determine appropriate pay scales
   b. provide employers with feedback
   c. screen applicants based on ability
   d. transfer skills more easily to the job

38. According to Kurt Lewin, in order for organizational change to occur, which stage must occur first?
   a. shifting
   b. moving
   c. refreezing
   d. unfreezing

39. According to Kurt Lewin, all of the following should occur in the moving stage of organizational change EXCEPT ________.
   a. consolidating gains
   b. developing a vision
   c. mobilizing commitment
   d. helping employees implement change
40. Which of the following is most likely NOT measured when evaluating a training program?

a. changes in on-the-job behavior  
b. overall organizational productivity  
c. participants' reactions to the program  
d. what trainees learned from the program
SECTION B (60 MARKS)
ANSWER ALL QUESTIONS.

QUESTION 1 (18 MARKS)

a. Explain thoroughly with examples THREE (3) steps in the performance appraisal process.
   (9 marks)

b. Describe with examples the following appraisals method:
   i) alternation ranking
   ii) critical incident
   iii) forced distribution
   (9 marks)

QUESTION 2 (9 MARKS)

Psychologist Victor Vroom says a person’s motivation to exert some level of effort depends on three things.

Describe the THREE (3) things he referred to in the statement above.
   (9 marks)

QUESTION 3 (24 MARKS)

a. What are the FOUR (4) forms of equity in Equity Theory of Motivation?
   Provide answers with suitable example(s).
   (12 marks)

b. In order to establish pay rates for employees, describe FOUR (4) job evaluation methods used by Human Resource Managers.
   (12 marks)
QUESTION 4 (9 MARKS)

Job stress has serious consequences for both employer and employees.

Identify THREE (3) factors leading to job stress and provide THREE (3) ways to reduce job stress at workplace.

(9 marks)

END OF QUESTION PAPER