

**FINAL EXAMINATION**

BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
HUMAN RESOURCE MANAGEMENT

COURSE : HUMAN RESOURCE MANAGEMENT

COURSE CODE : HRM2133

DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **THREE (3)** parts : PART A (30 questions)
: PART B (30 questions)
: PART C (4 questions)
2. Answer ALL questions.
 - i. Answer PART A in the Objective Answer Sheet.
 - ii. Answer PART B True/False Answer Sheet provided.
 - iii. Answer PART C in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
 - iii. An Objective Answer Sheet
 - iv. A True/False Answer Sheet
4. Do not bring any material into the examination hall.

MYKAD/PASSPORT NO. : _____
ID. NO. : _____
LECTURER : _____
SECTION : _____

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

This question paper consists of 11 printed pages including the front page

PART A: MULTIPLE CHOICE**Instruction: Answer ALL questions.**

1. A company notices declining customer satisfaction despite having experienced employees. Which analysis should be conducted first to determine whether training is the correct solution?
 - A. Task analysis.
 - B. Person analysis.
 - C. Outcome evaluation.
 - D. Organizational analysis.

2. When Actual Organizational Performance (AOP) is lower than Expected Organizational Performance (EOP), what does this situation most clearly indicate?
 - A. A need for employee promotion.
 - B. Ineffective compensation policies.
 - C. Lack of employee motivation only.
 - D. A performance gap requiring analysis.

3.

A firm expects future skill shortages due to rapid technological change.
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Which type of performance gap is the best describes for this scenario?

 - A. Job specification gap.
 - B. Current performance gap.
 - C. Individual performance gap.
 - D. Future-oriented performance gap.

4. Why is Training Needs Analysis (TNA) considered critical before designing a training programme?
 - A. It reduces training cost.
 - B. It replaces performance appraisal.
 - C. It guarantees positive training outcomes.
 - D. It ensures training content matches identified performance gaps.

5. A training programme fails because employees are unmotivated and the learning environment is poor. Which factor was most neglected?
 - A. Evaluation method.
 - B. Training objectives.
 - C. Instructional materials.
 - D. Learning climate and trainee readiness.

6. Which scenario best illustrates task analysis in training needs assessment?
- A. Measuring post-training performance.
 - B. Reviewing company mission and strategy.
 - C. Identifying employees who lack motivation.
 - D. Examining job descriptions to determine required skills.
7. Why are training objectives considered an important link between the design and evaluation phases?
- A. They determine training duration.
 - B. They guide trainers' teaching styles.
 - C. They reduce organizational constraints.
 - D. They serve as standards for measuring training effectiveness.
8. A company introduces a new machine but delays training until problems occurs. Which ADDIE phase was most poorly handled?
- A. Design.
 - B. Analysis.
 - C. Evaluation.
 - D. Development.
9. Conducting a pilot programme before full implementation mainly helps to _____
- A. reduce evaluation costs.
 - B. increase employee motivation.
 - C. improve organizational culture.
 - D. identify potential implementation problems.
10. Outcome evaluation differs from process evaluation because it focuses on _____
- A. trainer competence.
 - B. training methods used.
 - C. training schedule efficiency.
 - D. final effects of training on performance.
11. Compensation refers to _____
- A. basic salary only.
 - B. non-financial rewards only.
 - C. financial rewards excluding benefits.
 - D. total rewards provided to employees in return for their services.

12. Which of the following is an example of direct financial compensation?
- A. Salary.
 - B. Life insurance.
 - C. Company laptop.
 - D. Flexible working hours.
13. Which compensation strategy involves paying higher wages than competitors?
- A. Pay leader.
 - B. Pay follower.
 - C. Market rate strategy.
 - D. Internal equity strategy.
14. The average pay most employers provide for a similar job in a particular area is known as _____
- A. base pay.
 - B. market rate.
 - C. performance pays.
 - D. internal pay equity.
15. A compensation survey is mainly used to _____
- A. identify training needs.
 - B. decide promotion criteria.
 - C. evaluate employee performance.
 - D. determine relative pay position in the labor market.
16. Which factor refers to potential employees available in a geographic area?
- A. Labor market.
 - B. Internal equity.
 - C. Job evaluation.
 - D. Skill-based pay.
17. Paying employees based on the number of units produced is known as _____
- A. merit pay.
 - B. bonus pay.
 - C. piece-rate pay.
 - D. skill-based pay.

18. Skill-based pay determines employee compensation based on _____
- A. job title.
 - B. seniority only.
 - C. organizational performance.
 - D. knowledge, skills, and training acquired.
19. Which of the following is an example of indirect financial compensation?
- A. Bonus.
 - B. Commission.
 - C. Life insurance.
 - D. Piece-rate pay.
20. Which benefit is legally required and provided through SOCSO in Malaysia?
- A. Company car.
 - B. Paid sabbatical.
 - C. Housing allowance.
 - D. Employment Injury Scheme.
21. Internal employee relations mainly involve _____
- A. recruitment of new employees.
 - B. managing external stakeholders.
 - C. negotiations with labor unions only.
 - D. activities related to employee movement within the organization.
22. Discipline refers to _____
- A. management authority.
 - B. termination of poor performers.
 - C. punishment imposed on employees.
 - D. employee self-control and orderly conduct.
23. Disciplinary action is defined as _____
- A. employee self-management.
 - B. counseling employees informally.
 - C. training employees on company rules.
 - D. invoking a penalty when standards are not met.

24. The main purpose of disciplinary action is to _____
- A. reduce labor costs.
 - B. punish employees harshly.
 - C. remove employees from the organization.
 - D. alter behavior that negatively affects organizational goals.
25. According to the hot stove rule, disciplinary action should be _____
- A. delayed and flexible.
 - B. severe and personal.
 - C. secretive and informal.
 - D. immediate and consistent.
26. Which of the following is **NOT** a characteristic of the hot stove rule?
- A. Advance warning.
 - B. Flexible punishment.
 - C. Impersonal treatment.
 - D. Immediate punishment.
27. Progressive disciplinary action is designed to _____
- A. terminate employees quickly.
 - B. impose the maximum penalty.
 - C. avoid communication with employees.
 - D. apply the minimum penalty appropriate to the offense.
28. Disciplinary action without punishment involves _____
- A. immediate termination.
 - B. suspension without pay.
 - C. legal action against employees.
 - D. time off with pay to encourage self-reflection.
29. Termination is considered _____
- A. a temporary solution.
 - B. an informal corrective action.
 - C. a routine disciplinary measure.
 - D. the most severe disciplinary penalty.

30. Alternative Dispute Resolution (ADR) aims to _____

- A. Eliminate employee complaints.
- B. Replace disciplinary procedures.
- C. Resolve conflicts through litigation.
- D. Resolve disputes in a less costly and contentious way.

(TOTAL: 30 MARKS)

PART B: TRUE OR FALSE**Instruction: Answer ALL questions.**

1. Training should always be conducted whenever performance problems exist, regardless of the root cause. True / False
2. A future-oriented performance gap suggests that an organization may underperform if no changes are implemented. True / False
3. Organizational analysis focuses mainly on identifying individual employees who need training. True / False
4. Training objectives developed during the design phase are later used as benchmarks in the evaluation phase. True / False
5. Poor customer satisfaction can indicate a current performance gap that may require training intervention. True / False
6. The implementation phase guarantees training success if all previous phases were properly planned. True / False
7. Task analysis helps determine the knowledge and skills required to perform specific job duties. True / False
8. Development phase outputs include instructional materials, training content, and training plans. True / False
9. Process evaluation is conducted only at the end of the training programme. True / False
10. Training and development are isolated HR activities and are not linked to organizational strategy. True / False
11. Direct financial compensation includes wages, salaries, bonuses, and commissions. True / False

12. Non-financial compensation refers to monetary rewards provided to employees. True / False
13. Pay followers usually experience lower employee turnover. True / False
14. Labor market conditions can influence the level of direct financial compensation. True / False
15. A booming economy generally increases the supply of labor and lowers wages. True / False
16. Performance-based pay aims to improve employee productivity. True / False
17. Bonuses are permanently added to an employee's base pay. True / False
18. Indirect financial compensation includes benefits such as insurance and paid leave. True / False
19. Mandated benefits are provided at the discretion of the employer. True / False
20. Retirement benefits include pensions and social security payments. True / False
21. Internal employee relations focus on employee movement within the organization. True / False
22. Discipline means punishment imposed by management. True / False
23. Employees must be aware of organizational rules before disciplinary action is taken. True / False
24. Disciplinary action should be inconsistent to suit different employees. True / False
25. Hot stove discipline emphasizes immediacy, warning, consistency, and impersonality. True / False

26. Progressive discipline applies the harshest penalty first. True / False
27. Disciplinary action without punishment encourages employees to take personal responsibility. True / False
28. Termination should come as a surprise to employees. True / False
29. Mediation allows a neutral party to decide the outcome of a dispute. True / False
30. Arbitration involves a neutral arbitrator who decides the dispute outcome. True / False

(TOTAL: 30 MARKS)

PART C: ESSAY

Instruction: Answer ALL questions.

1. Explain **FIVE (5)** basic elements of performance management in an organization.
(10 marks)
2. Describe **FIVE (5)** performance appraisal methods used by organizations.
(10 marks)
3. Justify **FIVE (5)** reasons safety and health are important in organizations.
(10 marks)
4. Discuss **FIVE (5)** objectives of the Occupational Safety and Health Act (OSHA) 1994 in Malaysia.
(10 marks)

(TOTAL: 40 MARKS)
(TOTAL: 100 MARKS)

END OF QUESTION PAPER

