

**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 9 printed pages including the front page

PART A: MULTIPLE CHOICE

Instruction: Answer ALL questions.

1. Training in human resource management is best defined as a process that _____
 - A. improves job performance.
 - B. is conducted for employees.
 - C. focuses on current work skills.
 - D. improves employees' current job performance.

2. Which of the following is best differentiates training from development?
 - A. Training is short-term.
 - B. Training focuses on skills.
 - C. Training focuses on current jobs.
 - D. Training focuses on current jobs while development focuses on future growth.

3. Which stage of the ADDIE model focuses on identifying skill gaps and training needs?
 - A. Design.
 - B. Analysis.
 - C. Development.
 - D. Implementation.

4. The primary purpose of Training Needs Analysis (TNA) is to _____
 - A. plan training.
 - B. assess employees.
 - C. identify performance gaps.
 - D. determine gaps between current and required performance.

5. Which of the following is an example of on-the-job training?
 - A. Coaching.
 - B. Job rotation.
 - C. Case study discussion.
 - D. Lecture-based training program.

6. In the ADDIE model, training materials and modules are created during the _____ phase.
 - A. design.
 - B. analysis.
 - C. evaluation.
 - D. development.

7. Which factor most influences the need for employee training in an organization?
- A. Office location.
 - B. Employee interest.
 - C. Organizational culture.
 - D. Changes in technology in the workplace.
8. Off-the-job training is best described as training that _____
- A. is structured.
 - B. is classroom-based.
 - C. occurs outside the workplace.
 - D. occurs outside the actual work environment.
9. The evaluation phase of training mainly focuses on _____
- A. planning programs.
 - B. designing objectives.
 - C. measuring outcomes.
 - D. measuring the effectiveness of training programs.
10. Which of the following is a common training delivery system?
- A. Coaching.
 - B. Mentoring.
 - C. Job analysis.
 - D. Mentoring and coaching programs.
11. Compensation is best defined as _____
- A. salary.
 - B. incentives.
 - C. employee rewards.
 - D. all forms of financial returns provided to employees.
12. Total compensation consists of _____
- A. wages only.
 - B. pay and benefits.
 - C. salary and bonus.
 - D. direct and indirect financial compensation.

13. Which of the following is an example of direct financial compensation?
- A. Pension.
 - B. Paid leave.
 - C. Basic salary.
 - D. Health insurance coverage.
14. Which factor refers to an organization's financial capability to provide compensation?
- A. Equity.
 - B. Ability to pay.
 - C. Job evaluation.
 - D. Labor market conditions.
15. Merit pay is best described as pay based on _____
- A. age.
 - B. seniority.
 - C. job position.
 - D. individual performance.
16. Compensation surveys are mainly used to _____
- A. set benefits.
 - B. evaluate jobs.
 - C. compare pay rates.
 - D. determine employee performance.
17. Cost of living affects compensation because it _____
- A. increases profits.
 - B. changes job value.
 - C. affects purchasing power.
 - D. determines employee performance.
18. Piecework pay system rewards employees based on _____
- A. job title.
 - B. time worked.
 - C. skills owned.
 - D. number of units produced.

19. Which of the following is a mandated benefit in Malaysia?
- A. Bonus.
 - B. Paid vacation.
 - C. SOCSO contribution.
 - D. Health insurance allowance.
20. Indirect financial compensation refers to _____
- A. wages.
 - B. incentives.
 - C. basic salary.
 - D. employee benefits provided by the organization.
21. Internal employee relations refer to the relationship between employees and _____
- A. suppliers.
 - B. customers.
 - C. management.
 - D. external labor unions.
22. Which of the following best describes discipline in an organization?
- A. Control.
 - B. Guidance.
 - C. Punishment.
 - D. A system to correct employee behaviour.
23. The main purpose of disciplinary action is to _____
- A. terminate workers.
 - B. reduce salary cost.
 - C. improve behaviour.
 - D. penalize employees for mistakes.
24. Which step comes first in a disciplinary action process?
- A. Dismissal.
 - B. Investigation.
 - C. Warning issuance.
 - D. Management decision making.

25. The Hot Stove Rule emphasises discipline that is _____
- A. harsh.
 - B. delayed.
 - C. consistent.
 - D. unpredictable and emotional.
26. Progressive disciplinary action usually starts with a _____
- A. fine.
 - B. warning.
 - C. suspension.
 - D. terminate of employment.
27. Disciplinary action without punishment focuses more on _____
- A. blame.
 - B. control.
 - C. counselling.
 - D. financial penalties imposed on employees.
28. Termination refers to the _____
- A. transfer.
 - B. promotion.
 - C. end of employment.
 - D. reassignment of job responsibilities.
29. Alternative Dispute Resolution (ADR) is used to _____
- A. punish staff.
 - B. avoid conflict.
 - C. resolve disputes.
 - D. replace company policies permanently.
30. Mediation involves a third party who is _____
- A. biased.
 - B. neutral.
 - C. authoritative.
 - D. legally binding decision maker.

(TOTAL: 30 MARKS)

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

1. Training aims to improve employees' current job performance. True / False
2. Development focuses only on improving employees' current job skills. True / False
3. The ADDIE model provides a structured process for training and development. True / False
4. Training Needs Analysis is conducted after the training program is implemented. True / False
5. Job rotation is a form of on-the-job training. True / False
6. The design phase of ADDIE involves delivering the training program. True / False
7. Technological change can increase the need for employee training. True / False
8. Evaluation is used to measure whether training objectives have been achieved. True / False
9. Coaching and mentoring are examples of off-the-job training only. True / False
10. Training and development have no impact on organizational performance. True / False
11. Compensation includes both direct and indirect financial rewards. True / False
12. Salary is considered an indirect financial compensation. True / False
13. Benefits are part of total compensation. True / False
14. Ability to pay refers to the financial strength of an organization. True / False

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| 15. Labor market conditions can influence compensation decisions. | True / False |
| 16. Merit pay is based on length of service only. | True / False |
| 17. Piecework pays rewards employees based on output produced. | True / False |
| 18. SOCSO is an example of a legally required benefit. | True / False |
| 19. Indirect financial compensation includes retirement benefits. | True / False |
| 20. Compensation has no relationship with employee motivation. | True / False |
| 21. Internal employee relations focus only on trade union activities. | True / False |
| 22. Disciplinary action is meant to correct employee misconduct. | True / False |
| 23. The hot stove rule allows managers to discipline employees inconsistently. | True / False |
| 24. Progressive discipline applies the same punishment for all offences. | True / False |
| 25. Counselling is part of disciplinary action without punishment. | True / False |
| 26. Termination always occurs without any prior disciplinary steps. | True / False |
| 27. Alternative Dispute Resolution (ADR) helps organisations settle disputes outside the court system. | True / False |
| 28. Mediation requires the mediator to impose a final decision. | True / False |
| 29. Discipline helps maintain order and fairness in the workplace. | True / False |
| 30. Employee relations are important for organisational harmony. | True / False |

PART C: ESSAY

Instruction: Answer ALL questions.

1. Outline **FIVE (5)** steps in the performance appraisal process. (10 marks)
2. Discuss **FIVE (5)** common problems faced in performance appraisal. (10 marks)
3. Explain **FIVE (5)** responsibilities of employers under the Occupational Safety and Health Act (OSHA) 1994 in Malaysia. (10 marks)
4. Describe **FIVE (5)** ways to manage stress at the workplace. (10 marks)

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

END OF QUESTION PAPER

