

**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. Which of the following is best differentiates training from development?
 - 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.

Which type of performance gap is the best to describes above scenario?

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

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

5. Conducting a pilot programme before full implementation helps to _____.
 - A. reduce evaluation costs.
 - B. increase employee motivation.
 - C. improve organizational culture.
 - D. identify potential implementation problems.

6. 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.
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. Which of the following is a common training delivery system?
- A. Coaching
 - B. Mentoring
 - C. Job analysis
 - D. Mentoring and coaching programs
9. 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
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 factor refers to an organization's financial capability to provide compensation?
- A. Equity
 - B. Ability to pay
 - C. Job evaluation
 - D. Labor market conditions
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. Merit pay is best described as pay based on _____
- A. age.
 - B. seniority.
 - C. job position.
 - D. individual performance.
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. Piecework pay system rewards employees based on _____
- A. job title.
 - B. time worked.
 - C. skills owned.
 - D. number of units produced.

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 Social Security Organization (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. Which of the following best describes discipline in an organization?
- A. Control
 - B. Guidance
 - C. Punishment
 - D. A system to correct employee behaviour
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. 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.
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. 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.**

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|-------|---|--------------|
| 1. | Training aims to improve employees' current job performance. | True / False |
| 2. | A future-oriented performance gap suggests that an organization may underperform if no changes are implemented. | 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. | 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 |
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| 11. | Bonuses are permanently added to an employee's base pay. | True / False |
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| 12. | Non-financial compensation refers to monetary rewards provided to employees. | True / False |

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| 13. Pay followers usually experience lower employee turnover. | True / False |
| 14. Mandated benefits are provided at the discretion of the employer. | True / False |
| 15. Retirement benefits include pensions and social security payments. | True / False |
| 16. Performance-based pay aims to improve employee productivity. | True / False |
| 17. Direct financial compensation includes wages, salaries, bonuses, and commissions. | True / False |
| 18. Indirect financial compensation includes benefits such as insurance and paid leave. | True / False |
| 19. Piecework pays rewards employees based on output produced. | True / False |
| 20. Social Security Organization (SOCSSO) is an example of a legally required benefit. | True / False |
| 21. Hot stove discipline emphasizes immediacy, warning, consistency, and impersonality. | True / False |
| 22. Progressive discipline applies the harshest penalty first. | True / False |
| 23. Disciplinary action without punishment encourages employees to take personal responsibility. | True / False |
| 24. Counselling is part of disciplinary action without punishment. | True / False |
| 25. Internal employee relations focus on employee movement within the organization. | True / False |
| 26. Discipline means punishment imposed by management. | True / False |

27. Employees must be aware of organizational rules before disciplinary action is taken. True / False
28. Arbitration involves a neutral arbitrator who decides the dispute outcome. True / False
29. Termination should come as a surprise to employees. True / False
30. Mediation allows a neutral party to decide the outcome of a dispute. True / False

(TOTAL: 30 MARKS)

PART C: ESSAY

Instruction: Answer ALL questions.

1. Clarify **FIVE (5)** common problems faced in performance appraisal. (10 marks)
2. Discover **FIVE (5)** performance appraisal methods used by organizations. (10 marks)
3. Discuss **FIVE (5)** reasons safety and health are important in organizations. (10 marks)
4. Explain **FIVE (5)** responsibilities of employers under the Occupational Safety and Health Act (OSHA) 1994. (10 marks)

(TOTAL: 40 MARKS)

(TOTAL: 100 MARKS)

END OF QUESTION PAPER

