

**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.
5. Please write your answer using permanent ink.

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. Which training method provides immediate feedback to trainees?
 - A. Lectures
 - B. E-learning
 - C. Simulations
 - D. Case studies

2. Which factor should be considered when selecting a training method?
 - A. Time availability
 - B. Cost-effectiveness
 - C. Trainee preferences
 - D. All of the above

3. Which of the following is **NOT** a form of off-the-job training?
 - A. Job rotation
 - B. Case studies
 - C. Simulation exercises
 - D. Conferences and seminars

4. Which training method is most suitable for teaching interpersonal skills?
 - A. Lectures
 - B. E-learning
 - C. Role-playing
 - D. On-the-job training

5. What is the first step in the training needs analysis (TNA) process?
 - A. Design of training programs
 - B. Delivery of training programs
 - C. Identification of performance gaps
 - D. Evaluation of training effectiveness

6. Which type of training is most suitable for enhancing managerial skills?
 - A. Coaching
 - B. E-learning
 - C. On-the-job training
 - D. Conferences and seminars

7. Which employee development approach focuses on enhancing current employees' knowledge and skills for their current roles?
- A. Training
 - B. Development
 - C. Talent management
 - D. Performance management
8. Which approach to employee development focuses on identifying and developing high-potential employees for future leadership roles?
- A. Team building
 - B. Job enrichment
 - C. Succession planning
 - D. Performance appraisal
9. Which type of training is typically used to orient new employees to the organisation's culture, policies, and procedures?
- A. Skills training
 - B. Induction training
 - C. Technical training
 - D. Leadership training
10. The knowledge, education, training, skills, and expertise of a firm's workers are known as _____.
- A. human capital
 - B. physical capital
 - C. production capital
 - D. management's philosophy
11. How do applicant qualifications typically affect the salary offered by an organization?
- A. More qualified applicants are often offered higher salaries
 - B. Less qualified applicants are always offered higher salaries
 - C. Qualifications do not influence salary decisions
 - D. Salaries are based only on years of service
12. In compensation management, what does the term "market rate" refer to?
- A. Government regulations mandate the minimum wage
 - B. An organization's compensation policy sets the salary
 - C. The average pay provided by all employers in the industry
 - D. The maximum amount an organization can legally pay its employees

13. Which of the following best describes a pay leadership strategy?
- A. Paying higher wages and salaries
 - B. Offering lower wages and salaries
 - C. Implementing non-financial compensation only
 - D. Striving for an average position in the labor market
14. Which of the following is an example of non-financial compensation?
- A. Allowances
 - B. Job satisfaction
 - C. Employee stock options
 - D. Performance-based bonus
15. Which of the following can play a role in determining an employee's base salary?
- A. Job market conditions
 - B. Company's budget constraints
 - C. Employee's previous salary history
 - D. All of the above
16. Which of the following best describes the purpose of a compensation survey?
- A. To ask employees about their preferred benefits
 - B. To establish a minimum wage in an organization
 - C. To gauge employee satisfaction with their salaries
 - D. To collect data on what similar companies pay for specific jobs
17. Which statement accurately reflects the concept of merit pay in compensation?
- A. It is based on seniority
 - B. It is equally distributed among all employees
 - C. It results in a pay increase tied to performance level
 - D. It is a one-time bonus that is not added to the base salary
18. What is the primary difference between direct and indirect financial compensation?
- A. Direct financial compensation is taxable, while indirect financial compensation is tax-free
 - B. Direct financial compensation includes the payment of money to employees, while indirect financial compensation includes non-cash benefits
 - C. Direct financial compensation is received regularly, while indirect financial compensation is received irregularly
 - D. Direct financial compensation is based on performance, while indirect financial compensation is based on job level

19. Employee's health insurance and retirement benefits plan are examples of which form of compensation?
- A. Non-financial compensation
 - B. Direct financial compensation
 - C. Indirect financial compensation
 - D. Performance-based compensation
20. What is the main reason of non - financial compensation necessary for employee's motivation and satisfaction?
- A. It provides tangible rewards for performance
 - B. It directly impacts an employee's take-home pay
 - C. It enhances the work environment and job satisfaction
 - D. It is tax-free and increases an employee's financial benefits
21. Which of the following lays the foundation for the disciplinary process?
- A. Setting clear rules
 - B. Monitoring employee performance
 - C. Communicating rules to employees
 - D. Taking the necessary disciplinary action
22. What is the primary objective of progressive discipline in the workplace?
- A. To terminate employees
 - B. To offer financial rewards
 - C. To overlook employee misconduct
 - D. To address problem behaviors and improve performance
23. What may happen when disciplinary policies are **NOT** consistently enforced?
- A. Employee motivation will rise
 - B. It will result in higher productivity
 - C. The company will see financial benefits
 - D. Employees will think the behavior is acceptable
24. What is the main role of a trade union in the employment relationship?
- A. To increase employee's power
 - B. To foster competitive in market
 - C. To reduce government involvement in businesses
 - D. To ensure fair treatment and representation of workers

25. Which of the following is usually **NOT** addressed in collective bargaining?
- A. Hiring policies
 - B. Working conditions
 - C. Wages and benefits
 - D. Sales strategies
26. Who helps conflicting parties reach a voluntary agreement in mediation?
- A. A mediator
 - B. An arbitrator
 - C. The employer
 - D. The magistrate
27. How does a lockout serve as a tool in labor-management negotiations?
- A. To boost employee morale
 - B. To negotiate better working conditions
 - C. To provide financial compensation to employees
 - D. To stop employees from working during a conflict
28. What is the key principle of the Hot Stove Rule in disciplinary action?
- A. Ignoring small issues
 - B. Gradually increasing penalties
 - C. Focusing on rewards instead of punishments
 - D. Imposing immediate and consistent penalties
29. How can organizations ensure a fair and proper termination process?
- A. Firing without any prior warning
 - B. Catching the employee by surprise
 - C. Discussing the counter offer of compensation
 - D. Offering warnings and counselling before dismissal
30. Which of the following best represents the responsibilities of a conciliator?
- i. Offering advice
 - ii. Acting as a listener
 - iii. Stimulating discussion
 - iv. Leading the conversation
- A. i, ii, and iii
 - B. i, ii, and iv
 - C. ii, iii, and iv
 - D. All of the above

(TOTAL: 30 MARKS)

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

1. On-the-job training is generally more effective for complex skills. True / False
2. The primary goal of training is to improve individual performance. True / False
3. Training is a one-time event that occurs only during onboarding. True / False
4. E-learning refers to using electronic devices during training sessions. True / False
5. On-the-job training methods are less costly than off-the-job training methods. True / False
6. Development programs focus on the short-term skill enhancement of employees. True / False
7. Training programs are only beneficial for entry-level employees. True / False
8. Training is optional if employees are already skilled and experienced. True / False
9. Training needs analysis (TNA) is conducted after implementing training programs. True / False
10. Training evaluation is important to assess the effectiveness of training. True / False
11. Bonuses are considered a form of indirect compensation. True / False
12. Pay leaders pay higher wages and salaries than competing firms. True / False
13. Compensation refers to the total package of employee rewards and incentives. True / False
14. Employee benefits such as health insurance and retirement plans are required by law in most countries. True / False
15. Direct financial compensation consists of a person's wages, salaries, commissions, and bonuses. True / False
16. Non-financial compensation consists of the satisfaction a person receives from the job or the psychological and/or physical environment in which the person works. True / False

17. Indirect financial compensation (benefits) consists of all financial rewards not included in direct financial compensation, such as insurance. True / False
18. A compensation policy provides general guidelines for making compensation decisions. True / False
19. Pay followers may experience high turnover rates as qualified employees might leave for better-paying jobs. True / False
20. Mandated benefits include social security and unemployment insurance. True / False
21. The disciplinary action process is static and does not change with the company's environment. True / False
22. Termination is considered the least severe form of disciplinary action. True / False
23. Arbitration is more formal than a court trial and follows strict rules of evidence. True / False
24. Mediation is commonly used to settle trade disputes according to employment laws. True / False
25. Decisions made in compulsory arbitration are optional and not binding on the parties. True / False
26. A conciliator's role includes promoting collective bargaining in dispute resolution. True / False
27. Conciliation officers have the authority to insist that the parties accept specific recommendations. True / False
28. The Hot Stove Rules approach advocates for immediate and consistent punishment. True / False
29. The main goal of a progressive disciplinary action is to fire employees as soon as problems arise. True / False
30. Direct negotiation is the ideal method for settling trade disputes between employers and employees. True / False

(TOTAL: 30 MARKS)

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PART C: ESSAY

Instruction: Answer ALL questions.

1. Explain **FIVE (5)** basic elements of performance management in managing employee performance.
(10 marks)
2. Describe **FIVE (5)** reasons why organizations conduct performance appraisals.
(10 marks)
3. Workplace accidents can affect employees and organizational productivity. Give **FOUR (4)** ways to prevent accidents from occurring in the workplace.
(10 marks)
4. Discover **FOUR (4)** ways employees can effectively manage stress.
(10 marks)

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

END OF QUESTION PAPER

