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**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER I  
SESSION 2015/2016**

COURSE NAME : HUMAN RESOURCE MANAGEMENT  
COURSE CODE : BPA 11503  
PROGRAMME : 2 BPA  
EXAMINATION DATE : DECEMBER 2015/JANUARY 2016  
DURATION : 2 HOURS AND 30 MINUTES  
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF **THREE (3)** PAGES

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**Q1** Training and development is the planned and continuous efforts by management to improve employees competencies and organizational performance.

- (a) List **THREE (3)** benefits of orientation programme to the organization. (3 marks)
- (b) Differentiate between task analysis and performance analysis in training need analysis with an example. (6 marks)
- (c) Discuss any **TWO (2)** training methods that can be used by the managers to train their employees with an example. (6 marks)
- (d) Discuss **FOUR (4)** levels of training evaluation based on Donald Kirpatriks model that can be used by the company to measure the training effect. (10 marks)

**Q2** Performance management systems that are directly tied to an organization's reward system provide powerful incentives for employees to work diligently and creatively towards achieving organizational objectives. When properly designed and implemented, performance management systems not only let employees know how well they are performing but also could clarify what needs to be done to improve performance.

- (a) Differentiate between performance appraisal and performance management. (4 marks)
- (b) Discuss with example **FOUR (4)** common appraiser errors in performance appraisal. (12 marks)
- (c) Define the following performance appraisal methods with examples.
  - (i) Paired comparison (3 marks)
  - (ii) Alternative ranking method (3 marks)
  - (iii) Critical incident (3 marks)

- Q3** (a) The aim of compensation management in an organization is to improve organizational performance through attracting and retaining the right people and providing them with both financial and non financial incentives to motivate them towards better performance.
- (i) Discuss **FOUR (4)** major phases of compensation management. (12 marks)
- (ii) Explain **THREE (3)** roles of top management and human resource management manager in compensation management. (6 marks)
- (b) Differentiate between incentives and gain-sharing with appropriate examples. (7 marks)
- Q4** (a) Discuss **THREE (3)** principle parties in union-management framework with examples. (9 marks)
- (b) Discuss **THREE (3)** types of trade unions in Malaysia with specific examples for each. (9 marks)
- (c) When trade dispute enters a deadlock and does not appear to be easily resolved, either party to the dispute may resort to industrial action.
- Discuss **TWO (2)** common forms of industrial action with specific examples. (7 marks)

-END OF QUESTIONS-