UTHM
Universiti Tun Hussein Onn Malaysia

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

FINAL EXAMINATION
SEMESTER I
SESSION 2017/2018

COURSE NAME	:	HUMAN RESOURCE MANAGEMENT
COURSE CODE	:	BPA 11503
PROGRAMME CODE	:	BPA/BPP
EXAMINATION DATE	:	DECEMBER 2017/JANUARY 2018
DURATION	:	2 HOURS AND 30 MINUTES
INSTRUCTION	:	ANSWER **ALL** QUESTIONS

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THIS QUESTION PAPER CONSISTS OF **FOUR (4)** PAGES

Q1   Performance appraisal is a process through which an organization get an information on how well an employee is doing in his or her job. Performance appraisal is a systematic and periodic process that assess an individual employee's job performance in relation to certain pre-established criteria and organizational objectives.

    (a)   Explain the following techniques for appraising performance with an example.

        (i)   Behaviorally anchored rating scale

        (ii)   Critical incident

        (iii)   Alternation ranking method

        (iv)   Graphic rating scale

            (10 marks)

    (b)   Discuss steps in the performance appraisal process with examples.

            (6 marks)

    (c)   The performance appraisal process make an assumption that the rater is free from all biases.

        Discuss **THREE (3)** potential rater errors in performance appraisal which might occur in the rating process with examples.

            (9 marks)

Q2   (a)   An employment interview is a procedure to get information from the applicants that often encountered by a person applying for a job. The interview can predict future performance of the potential employees based on the answers given by the applicants during interview session.

        (i)   Differentiate between situational interview and behavioral interview with examples.

            (4 marks)

        (ii)   Discuss **THREE (3)** potential interviewing error that need to be avoided by the managers during interview.

            (9 marks)

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(b) Sometimes managers need to reinforce positive behavior among employees but cannot use a cash incentives to do so.

Discuss **TWO (2)** positive reinforcement rewards that manager could use on a daily basis to reward employees.

(6 marks)

(c) Organizations use variety of individual incentives to motivate their employees.

Differentiate between competency-based pay and skilled-based pay with examples.

(6 marks)

Q3 It is important for human resource manager to understand the overall process of training in achieving organizational objectives.

(a) There are various methods of training which may be broadly classified as on the job training and off the job training methods.

Differentiate on the job training and off the job training methods with examples.

(5 marks)

(b) There are four categories of training effect as proposed by Donald Kirkpatrick to measure the training effect.

Differentiate between reaction and behavior training effect with examples.

(5 marks)

(c) Discuss **FIVE (5)** steps in the training process with examples.

(15 marks)

Q4 (a) In collective bargaining an impasses occurs when the parties are not able to move further towards settlement. This is because one party is demanding more than the other will offer.

(i) Discuss **THREE (3)** types of third party interventions to overcome impasse.

(15 marks)

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(ii)   If the impasse is not resolved, the union may call a strike or picketting.

Differentiate between strike and picket.

(5 marks)

(b)   Explain **TWO (2)** categories of bargaining items in collective bargaining with examples.

(5 marks)

- END OF QUESTIONS -