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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER II
SESSION 2017/2018**

COURSE NAME : HUMAN RESOURCE
MANAGEMENT
COURSE CODE : BPA 11503
PROGRAMME CODE : BPA/BPP
EXAMINATION DATE : JUNE /JULY 2018
DURATION : 2 HOURS 30 MINUTES
INSTRUCTION : ANSWER ALL QUESTIONS

THIS QUESTION PAPER CONSISTS OF FOUR (4) PAGES

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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) Narrative Forms
 - (ii) Alternation Ranking Method
 - (iii) Forced Distribution Method

(9 marks)

- (b) Discuss number of 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 **FOUR (4)** potential rater errors in performance appraisal which might occur in the rating process with examples.

(10 marks)

Q2 Employers use incentives to promote a particular behavior or performance that they believe is necessary for the organization's success. Sometimes managers need to reinforce positive behavior among employees but cannot use a cash incentives to do so.

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

(6 marks)

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

Differentiate **THREE (3)** differences between competency-based pay and skilled-based pay with examples.

(6 marks)

- (c) Several trends have changed the benefits landscape of an organization. There are more households include both adults work, more one-parent households, more omen in the workforce, and workers over age 65. Such trends lead many employers to booster their family-friendly benefit.

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- (i) Explain **THREE (3)** benefits that helps employees balance their family and work lives with example. (9 marks)
- (ii) Discuss **TWO (2)** advantages and disadvantages of flexitime. (4 marks)

Q3 Employee relations is the managerial activity that involves establishing and maintaining the positive employer-employee relationship that contributed to satisfaction productivity, morale and discipline, and cohesive work environment.

- (a) An ethical workplace environment supports a positive reputation for the company while improving the morale of employees.
 - (i) Explain **THREE (3)** steps how human resources manager can create more ethical environments. (6 marks)
 - (ii) Discuss **THREE (3)** ways how manager can send the right signals to their employees to create the right culture. (6 marks)
- (b) The purpose of discipline is to encourage employees to behave sensibly at work.

Discuss **TWO (2)** main drawbacks of traditional discipline processes. (4 marks)
- (c) Discipline without punishment aims to avoid these drawbacks by reducing the punitive nature of the discipline.

Explain **THREE (3)** steps process included in discipline without punishment. (9 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 impasses. (15 marks)

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- (ii) If the impasses is not resolved, the union may call a strike or picketing.

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

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