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Universiti Tun Hussein Onn Malaysia

**UNIVERSITI TUN HUSSEIN ONN MALAYSIA**

**FINAL EXAMINATION  
SEMESTER I  
SESSION 2018/2019**

COURSE NAME : HUMAN RESOURCE MANAGEMENT  
COURSE CODE : BPA 11503  
PROGRAMME CODE : BPB  
EXAMINATION DATE : DECEMBER 2018 / JANUARY 2019  
DURATION : 3 HOURS  
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.
  - (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** 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 between competency-based pay and skilled-based pay to motivate their employees with examples.  
(6 marks)



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- (c) Several trends have changed the benefits landscape. There are more households where both adults work, more one –parent households, more women in the workforce, and workers over age 65.

Such trends lead many employers to bolster their family-friendly benefits.

- (i) Explain **THREE (3)** benefits that helps employees to balance their family and work lives.

(9 marks)

- (ii) Discuss **TWO (2)** advantages and disadvantages of flextime work.

(4 marks)

**Q3** Employee relations is the managerial activity that involves establishing and maintaining the positive employee-employer relationship that contributed to employee’s satisfaction and productivity.

- (a) An ethical workplace environment supports a positive reputation for the company while improving the morale of employees.

Explain **TWO (2)** strategies to create more ethical environments.

(10 marks)

- (b) The purpose of discipline is to encourage employees to behave sensibly at work.

State the main drawback of traditional discipline processes with example.

(3 marks)

- (c) Traditional discipline has two potential drawbacks. First, no one likes being punished. Second, punishment tends to gain short term compliance but no the sort of long term cooperation employers often prefer. Discipline without punishment aims to avoid these drawbacks by reducing the punitive nature of the discipline.

Explain **FOUR (4)** steps in discipline without punishment process.

(12 marks)

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- Q4** (a) The choice of members to sit on the bargaining committee has a significant effect on the outcome of the negotiations.

Describe **FOUR (4)** characteristics of effective negotiators.

(10 marks)

- (b) A collective agreement is an agreement in writing between employers, or a trade union of employers, and a trade union of workers relating to the terms and conditions of employment between the two parties.

Discuss **THREE (3)** other than terms and conditions of service, are commonly found in a collective agreement.

(15 marks)

**- END OF QUESTIONS -**

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