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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

FINAL EXAMINATION

SEMESTER II

SESI 2011/2012

COURSE NAME : HUMAN RESOURCE
MANAGEMENT

COURSE CODE : BPA 11503

PROGRAMME : 1BPB

EXAMINATION DATE : JUN 2012

DURATION : 2 HOURS 30 MINUTES

INSTRUCTION : ANSWER ALL QUESTIONS

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

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- Q1** Saujana Printing Sdn Bhd., owned by Mr. Zul, provides all types of printing services ranging from document printing to banner and bunting preparation. It has ten stores nationwide and employed about one hundred employees. However, it is currently facing some problems with its employees who do not follow the standard of work being expected from them.

Upon your observation as the Human Resource Manager at Saujana Printing Sdn. Bhd., you believe that one of the reasons for declining standards of service is lack of adequate training for employees. Thus, having done the Training Need Analysis (TNA) for the company, you have identified that the most suitable method of training to enhance the service quality of employees is On-the Job-Training (OJT). You need to explain to Mr. Zul the following information to proceed with the training programme.

- (a) List **THREE (3)** types of On-the-Job Training (OJT). (3 marks)
- (b) Explain the advantages are associated with On-the-Job Training (OJT). (6 marks)
- (c) On-the-job training can be enhanced if trainers know the four-step job instruction technique.

Explain the **FOUR (4)** steps in job instruction. (16 marks)

- Q2** As the Human Resource Manager at Saujana Printing Sdn. Bhd's , you found that Saujana Printing Sdn. Bhd. does not have competitive incentives plans that would motivate employees to perform beyond expectation. Furthermore, it has traditionally provided employees' benefits as required by the Employment Act 1955, Employees' Social Security Act 1969, Workmen Compensation Act 1952 and Employee Provident Fund Act 1991 only.

You believe that without competitive incentive plans, employees might not performing their best. Furthermore, relying on basic legislative benefits alone would not attract prospective employees to work with Saujana Printing Sdn. Bhd.

- (a) Explain the value of financial incentives as it relates to Herzberg's Hygiene-Motivator theory of motivation. (5 marks)
- (b) Suggest **FIVE (5)** types of incentive plans for Saujana Printing Sdn. Bhd. (5 marks)
- (b) Explain **FIVE (5)** reasons why incentive plan fails. (15 marks)

Q3 On visiting one of the Saujana Printing Sdn. Bhd. store in Johor Bahru, you were surprised to find out that an employee, Ms. Zana, was suspended for 2 days without pay for coming in late last week. It seems that Saujana Printing Sdn. Bhd. does not have proper disciplinary procedures.

- (a) A fair and just disciplinary system is progressive. Therefore, penalties given to the employees must be progressive in nature.

List out the progressive penalties that are recommended.

(5 marks)

- (b) Explain **FOUR (4)** discipline guidelines that may assist an appeal process to ensure that Ms. Zana was imposed discipline fairly.

(12 marks)

- (c) Discuss possible reasons for Ms. Zana's dismissal.

(8 marks)

Q4 Saujana Printing Sdn. Bhd has no union. However, Mr. Radzi, one of the senior employees at Saujana Printing Sdn. Bhd, felt that the employees should form a union to enable them to have collective bargaining power over their working terms and conditions.

- (a) State **FIVE (5)** basic types of unions.

(5 marks)

- (b) Explain the main reasons why workers join a union.

(10 marks)

- (c) Explain **FIVE (5)** main objectives of trade unions.

(10 marks)

END OF QUESTION PAPER