



UNIVERSITI TUN HUSSEIN ONN MALAYSIA

**FINAL EXAMINATION
SEMESTER I
SESSION 2021/2022**

**COURSE NAME : LEADERSHIP AND STRATEGIC
HUMAN RESOURCE
MANAGEMENT**

COURSE CODE : MPA10403

PROGRAMME CODE : MPA

EXAMINATION DATE : JANUARY / FEBRUARY 2022

DURATION : 3 HOURS

**INSTRUCTION : 1. ANSWER ALL QUESTIONS
2. THIS FINAL EXAMINATION
IS AN ONLINE ASSESSMENT
AND CONDUCTED VIA OPEN
BOOK**

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

Q1 Starbucks' quest to address the growing mental health crisis continues especially during the Pandemic COVID-19. Building on its previous efforts, the coffee chain announced that it will provide all U.S.-based employees and their eligible family members with access to 20 therapy sessions starting April 6, 2020. The sessions will be offered through mental health provider Lyra Health. Employees can confidentially search for mental health professionals who meet their individual needs and immediately book an in-person or video appointment with a therapist or coach at no cost.

This benefit is the latest in a string of initiatives at Starbucks that are centered on mental wellness in the workplace. In 2019, the coffee retailer hosted two sessions on mental health and emotional aid at its Leadership Experience conference, which brought together 12,000 store managers from the U.S. and Canada. Shortly after, the company launched an internal online forum in which employees can discuss mental health and wellbeing at Starbucks, and tapped into its Disability Advocacy Network to help shape ongoing initiatives. In an effort to tackle the stigma around mental health, Starbucks also partnered with organizations like Lady Gaga's Born This Way Foundation, a nonprofit that's committed to supporting the wellness of young people, and Team Rubicon, which is focused on reintegrating veterans back into civilian life.

Mental health has become increasingly tied to the workplace due to its impact on employee productivity, absenteeism, human error, staff turnover and, ultimately, company profits. Depression and anxiety, two of the leading mental health concerns, cost the global economy an estimated \$1 trillion in lost productivity each year, according to the World Health Organization. "We are constantly listening to our partners and exploring new ways to enhance the innovative benefits we offer to support them and their families," Starbucks' CEO, Kevin Johnson, said in a statement. "Mental health is a fundamental part of our humanity and these resources will make a meaningful difference in people's lives and help break the stigma around this complex issue."

Starbucks decided to expand its mental health benefits after surveying and receiving feedback from its roughly 200,000 U.S. employees. Like many large corporations, the company already offers a host of benefits such as full tuition coverage, parental leave and stock options. In January 2020, Starbucks added the daily meditation and mindfulness app Headspace to its suite of mental health resources. Employees based in the U.S. or Canada can sign up for a free subscription and access hundreds of sessions and guided meditations on topics ranging from stress to anxiety to sleeplessness. This summer, Starbucks will launch a training program for all North American store managers that provides guidance and the skills needed to support someone who may be experiencing a mental health issue, substance abuse or is in crisis. The training is currently being designed in partnership with the National Council for Behavioral Health and is inspired by Mental Health First Aid, a skills-based training course.

(Source: Forbes.com, 2020)

(a) Analyse **FOUR (4)** efforts being taken by Starbucks to provide mental health benefits to its employees.

(16 marks)

(b) Propose **FOUR (4)** indirect compensation packages to Starbucks employees to navigate themselves from the Pandemic COVID-19.

(20 marks)

Q2 You have been appointed as a Training Manager of one prominent multinational company in Malaysia. Nowadays, since spiritual and emotional intelligence has becoming one of the core competences that a manager should possess, you have been asked to train a group of managers in your company on leadership and emotional intelligence.

- (a) Explain **FOUR (4)** characteristics of Emotional Intelligence. (8 marks)
- (b) Develop a training module that covers spiritual and emotional intelligence aspects. (22 marks)

Q3 KUALA LUMPUR, July 21 – The number of people registered for a loss of employment this year under the Employment Insurance System (EIS) stood at 50,825 as of July 1, the Human Resource Ministry said today. In a written reply to Datuk Abdullah Sani Abd Hamid, the ministry said the EIS had paid out RM107.8 million to 66,204 claimants as of June 26, more than the sum of RM107.6 million claimed by 66,650 people for the whole of last year.

“The number of Malaysians who lost their jobs as a result of the Covid-19 pandemic as of July 1, 2020 is 50,825 people. The ministry said the retrenchment is the prerogative of the employers they should heed the guidelines given by the government. The reply also asks the employers that in case of retrenchment, the foreign workers should be given the boot first than the local employees. Yesterday, Human Resources Minister Datuk M. Saravanan told Parliament that the current unemployment rate for the country is 5.3 per cent but economic measures are starting to bear fruit in the labour market. Citing data from the Department of Statistics Malaysia, Saravanan said that 12.7 million people or 83.5 per cent have started working again as at June 2 compared to 10.2 million or 67.2 per cent at May 7 during the recovery movement control period (RMCO) imposed by the government to curb the spread of the Covid-19 coronavirus.

(Source: Malaymail, 2020)

- (a) Apply the steps in the code of conduct of industrial harmony to minimize the reduction of workforce in a company. (16 marks)
- (b) Propose actions should be taken by companies when retrenchment is inevitable during this pandemic Covid-19 era. (18 marks)

- END OF QUESTIONS -