



UTHM

Universiti Tun Hussein Onn Malaysia

UNIVERSITI TUN HUSSEIN ONN MALAYSIA

FINAL EXAMINATION SEMESTER II SESSION 2023/2024

- COURSE NAME : HUMAN RESOURCE MANAGEMENT
- COURSE CODE : BPA 11503
- PROGRAMME CODE : BPA / BPB
- EXAMINATION DATE : JULY 2024
- DURATION : 3 HOURS
- INSTRUCTIONS :
1. ANSWER ALL QUESTIONS
 2. THIS FINAL EXAMINATION IS CONDUCTED VIA
 - Open book
 - Closed book
 3. STUDENTS ARE **PROHIBITED** TO CONSULT THEIR OWN MATERIAL OR ANY EXTERNAL RESOURCES DURING THE EXAMINATION CONDUCTED VIA CLOSED BOOK

THIS QUESTION PAPER CONSISTS OF FIVE (5) PAGES

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Q1 ABC Sdn. Bhd is a manufacturing company established in Malaysia since 2000 specializing in automotive components. With a large workforce and a complex production process, the company has always prided itself in maintaining positive performance over the last five years. However, in 2023 the company facing a big challenge due to high competition in the industry especially when it comes to recruiting top talent. From struggling to find qualified candidates to retaining employees, these challenges can make or break the company's ability to operate efficiently and effectively. To overcome the problem the company has appointed a new and well experienced human resource manager. After a month, the newly HR manager has identified that a key challenge is the absence of structured human resource management. For example, there is no proper strategic human resource planning, most of the staff do not have clear job descriptions and some are not placed in the right positions. Based on the identified problems, the HR manager has decided to restructure and redesign the company's HRM system. After completed the first tasks (strategic human resource planning and job analysis) of ABC Sdn. Bhd, the HR manager has identified that the company urgently need to get the right candidates to fill up two new job positions of production manager and safety and health officer. Assuming you are the new HR manager you need to answer the following questions.

- (a) List **THREE (3)** purposes of job analysis for ABC Sdn. Bhd. (3 marks)
- (b) Differentiate **TWO (2)** sources of recruitment for the two new job positions that can be implemented by ABC Sdn Bhd. (4 marks)
- (c) Analyze **THREE (3)** types of job interviews that can be conducted for the two new job positions in ABC Sdn. Bhd. with examples. (9 marks)
- (d) Classify **THREE (3)** main errors that you need to avoid during the interview session for the two new job positions with examples. (9 marks)

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Q2 Hazzel Corporation is a firm employing 4000 employees across three different regions. The firm manufacture parts for a large telecommunication company. Leez's position as a human resource manager at Hazzel Corporation is to develop and implement human resource strategy that aligned with overall business strategy. Sales at the company have declined in recent months. Due to increasing competition and technological advancements, the company's leadership has recognized the need for cost-cutting measures. As a proactive manager, Leez needs to perform training need analysis, proposed training program, provide training to the employees and evaluate the effectiveness of the training for the company.

(a) Analyze **ONE (1)** method of training that can be implemented by Leez to train the executives in Hazel Corporation that are located at different geographical locations with examples.

(3 marks)

(b) Differentiate between task analysis and performance analysis that need to be conducted during training needs analysis in Hazzel Corporation with examples.

(4 marks)

(c) Discuss **FOUR (4)** categories of training evaluation that can be used by Leez to measure the effectiveness of the training for executives in Hazzel Corporation with examples.

(8 marks)

(d) Discuss **FIVE (5)** training and development processes that can be executed in Hazzel Corporation with examples.

(10 marks)

Q3 As a global corporation, UNIC PLC faced the challenge to appraise performance and to provide incentive programs that need to be administrated for tens of thousands of employees while still providing a slate of rewards. UNIC PLC is a company that committed to find solutions for various problem areas, including safe drinking water, fighting viruses, better packaging, sustainable washing, storing renewable energy, and changing consumer behaviour. Thus, the U-Work Program initiative by UNIC PLC offers employees the flexibility and freedom of contract roles along with the security and benefits of permanent positions. As a flexible benefits program, it allows employees to undertake various assignments with breaks in between, enabling them to tailor their work patterns to personal needs while fulfilling organizational objectives. In determining the performance appraisal, managers in UNIC PLC will set specific measurable, organizationally relevant goals with each employees and then periodically discuss latter's progress toward these goals.

(a) List **FOUR (4)** external factors that need to be considered for formulating the remuneration payable to employees at UNIC PLC.

(4 marks)

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- (b) Analyse **TWO (2)** types of benefits for time not worked that could be practiced in UNIC PLC with examples.
(8 marks)
- (c) Explain **THREE (3)** steps of performance appraisal process that could be implemented in UNIC PLC with examples.
(6 marks)
- (d) Identify the most relevant method of performance appraisal that had been practiced in UNIC PLC.
(3 marks)
- (e) Explain
- (i) **ONE (1)** advantage of the chosen method as discussed in **Q3(d)**
(2 marks)
- (ii) **ONE (1)** disadvantage of the chosen method as discussed in **Q3(d)**.
(2 marks)
- Q4** (a) Employee Provident Fund (EPF) is a social security law formed under Act 452 of the Employees' Provident Fund Act 1991 and seeks to provide retirement benefits to its members to ensure optimum financial security when the age is not on their side. On the other hand, the Employment Insurance System (EIS) which has been in place since 2018, is a program that provides job search support and unemployment compensation in Malaysia.
- (i) List **TWO (2)** employees categories that the Employment Insurance System (EIS) does not cover.
(2 marks)
- (ii) State **TWO (2)** monetary payments that are subject to EPF contribution.
(2 marks)
- (b) While peace and cooperation between employers and employees is the ideal situation, from time to time there are disagreement and conflicts between both parties. This is inevitable given the two group's different objective. An effective industrial system recognize these differences and provide machinery to settle the dispute.
- (i) Malaysian law recognize picket and strike as a methods to that could be used by workers to pressure the employers into giving in to their demand.
Differentiate between picket and strike with examples.
(6 marks)

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- (ii) An impasse occurs when the parties are not able to move further toward settlement. This usually occurs because one party is demanding more than the other will offer. Sometimes the involvement of a third party is needed to resolve the deadlock.

Discuss **TWO (2)** third -party intervention options that negotiators can use to overcome an impasse with examples.

(6 marks)

- (c) The Malaysian Employment Act, also known as Employment Act 1955 (EA), plays a significant role in Malaysian employment law. At the beginning of 2023 an amendment went into effect in response to changes in the cost of living, currency values, and other developments, to enhance employee protection in Malaysia. There's been wide-spread confusion on exactly what and how the changes should be implemented. HR managers in Malaysia should be aware of this changes to remain in compliance with the Employment Act.

Identify any **THREE (3)** key amendments that had took place on 1 st January 2023 under the Employment (Amendment) Act 2022.

(9 marks)

- END OF QUESTIONS -

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