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UNIVERSITI TUN HUSSEIN ONN MALAYSIA

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

COURSE NAME : HUMAN RESOURCE MANAGEMENT
COURSE CODE : BPA 11503
PROGRAMME CODE : BPA / BPB
EXAMINATION DATE : JULY 2022
DURATION : 3 HOURS
INSTRUCTION : 1. ANSWER ALL QUESTIONS
2. THIS FINAL EXAM IS AN **ONLINE** ASSESSMENT AND CONDUCTED VIA **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 **FOUR (4)** PAGES

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TURBUKA

Q1 Lisa works as a Human Resource Manager in a manufacturing company. Her role includes managing day to day operations of human resource department, planning human resource tasks and ensuring performance output target is achieved. She is also responsible for managing interview for the new staff of the company and collecting job analysis information.

- (a) As a human resource manager in the company, Lisa should know how to design and conduct interviews. She should also manage to identify different types of interview questions that can be used during interviews.

Differentiate between situational, stress and behavioral interview that can be conducted by Lisa with examples.

(12 marks)

- (b) The interview is generally a good predictor of performance and comparable with other technique. However, one reason selection interview are often less useful than they should be is that managers make predictable errors that undermine an interview's usefulness.

Discuss any **THREE (3)** errors that can undermine an interview's usefulness with examples.

(9 marks)

- (c) Job analysis is a technique of studying a job to identify the skills, knowledge, experience and other requirement necessary to perform the job. The information gathered during job analysis will be used not only in recruitment and selection process but also useful as an evaluation tool in ensuring employees are given appropriate training and for performance appraisal purposes. As a proactive human resource manager, Lisa will ensure that all jobs in the organization need to be analyzed, documented and reanalyze on regular basis.

Explain any **TWO (2)** methods of collecting job analysis information that can be used by Lisa to gather information among production workers.

(4 marks)

- Q2** (a) The COVID-19 pandemic has caused a major shift in where we work, when we work and how we work. In fact, most organizations today have promoted hybrid work arrangements and implemented flexible work schedules.

Suggest **FOUR (4)** flexible work schedule options that can be practiced at the work place during COVID-19 pandemic.

(12 marks)

- (b) The Employment Insurance System (EIS) is a scheme that offers unemployment benefits and job search assistance in Malaysia and has been implemented since 2018. Asiah's application was rejected by EIS officer due to ineligibility of his employment

status as a civil servant.

- (i) Identify **THREE (3)** types of workers that are not covered by Employment Insurance System (EIS). (6 marks)
- (ii) Explain **TWO (2)** advantages of the Employment Insurance System (EIS) to employers and the government. (4 marks)
- (c) Pay for time not worked also known as supplemental pay benefit and is a very costly benefit, because of the large amount of time off most employees received.

List **THREE (3)** types of benefits for time not worked. (3 marks)

- Q3** (a) Successful training must meet specific learning objective. Although training evaluation is very important, very few organizations give practical attention to conducting training evaluation. When determining the effectiveness of the training, the basic principle is to predetermined the level or standard performance that need to be achieved.

Discuss **FOUR (4)** training evaluation that can be used by the company based on Kirpatrick Model with examples. (12 marks)

- (b) Bee Jin had just been appointed as a human resource executive in TB Technology Berhad. He has been assigned by his human resource manager to revise the performance appraisal methods that had been practiced in the organization. His manager wanted to create a more open environment that would encourage communication and collaborations. His manager believes that a new environment is needed to reflect his new approach that work together based on project.
 - (i) List **THREE (3)** possible parties that could be involved in the performance appraisal in TB Technology Berhad. (3 marks)
 - (ii) Discuss any **TWO (2)** performance appraisal approaches that can be used in TB Technology Berhad with examples. (6 marks)
 - (iii) Give **ONE (1)** advantage and **ONE(1)** disadvantage for each method as in Q3(b)(ii). (4 marks)

- Q4** (a) 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 **THREE (3)** third-party intervention options that negotiators can use to overcome an impasse with example.

(9 marks)

- (b) Discuss **FOUR (4)** disciplinary steps without punishment before dismissal action is taken.

(8 marks)

- (c) According to a recent survey, about 41% of companies tested potential employees for their basic skills, 67% of the respondents required employees to take job skills tests, and 29% of the companies required some form of psychological measurement.

Identify **ONE (1)** most appropriate test for the following employment:

- (i) Fireman

(2 marks)

- (ii) Bank Accountant

(2 marks)

- (iii) Criminal Lawyer

(2 marks)

- (d) One of the easiest ways to avoid hiring mistakes is to check the candidate's background thoroughly, to verify the applicant's information and to uncover damaging information.

List **TWO (2)** examples of platform for background checking using digital tools.

(2 marks)

- END OF QUESTIONS -

