



# UTHM

Universiti Tun Hussein Onn Malaysia

## UNIVERSITI TUN HUSSEIN ONN MALAYSIA

### FINAL EXAMINATION SEMESTER II SESSION 2023/2024

- COURSE NAME : HUMAN RESOURCE DEVELOPMENT
- COURSE CODE : BPF 30103
- PROGRAMME CODE : BPA
- 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 **THREE (3)** PAGES

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- Q1** During board of director's meeting of Xtra Sdn Bhd., it is highlighted how lack of lateral thinking among department heads has caused major hiccups in attaining the key performance indicators (KPIs). Lateral thinking, which involves problem-solving that emphasizes creative solutions over conventional or direct approaches, is imperative for innovative solutions. The training department is instructed to ensure that all department managers are given the lateral thinking training. As the head of training department, you need to develop the lateral thinking training module.
- (a) Apply the **THREE (3)** phases of training program design that include pre training, learning event and post training in the context of lateral thinking training.  
(12 marks)
- (b) Formulate **TWO (2)** lateral thinking training learning outcomes that enable the managers to use and apply lateral thinking in their decision-making.  
(10 marks)
- (c) Recommend the training method that is most suitable for this type of training with justification.  
(5 marks)
- (d) Recommend the best learning theory that is applicable for this training with justification.  
(4 marks)
- (e) Discuss learning conditions necessary for short-term and long-term retention of training content.  
(9 marks)
- Q2** "Only 35% of organizations evaluate training effectiveness and a mere 10% assess the return of investment (ROI)"  
*(Source: Association of Talent Development, 2018)*
- (a) Discuss **TWO (2)** main reasons why organizations do not evaluate training effectiveness.  
(4 marks)
- (b) Differentiate between formative and summative evaluation by giving examples for each.  
(6 marks)
- (c) Justify why the current six levels of training effectiveness is better than Kirkpatrick's four levels.  
(10 marks)

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**Q3** “The global e-learning market is expected to reach \$372.9 billion by 2025. This growth is being driven by the increasing demand for flexible and accessible learning solutions, as well as the rising cost of traditional training methods.”

*(Source: MDA Training, 2023)*

(a) List **FOUR (4)** new technological advances that will influence the future of training.

(4 marks)

(b) Propose **THREE (3)** strategies for developing online training.

(12 marks)

(c) Discuss minimal level of digital skills needed for employment.

(4 marks)

**Q4** An information technology company that has 1000 employees was experiencing a high employee turnover. A survey among employees revealed that most of them are not satisfied with the training provided. The average turnover rate was 23 percent per year. The cost to recruit and train new employee was RM56,625. To address the turnover problem, the company develop a skill training program that averaged 80 hours per year per employee. The average employee salary was RM35 per hour. Trainer, classroom and other costs were RM170,000. Calculate the following;

(a) Total cost of training.

(4 marks)

(b) Total cost of turnover

(4 marks)

(c) Financial benefit of the training program if the turnover rate dropped by 8 percent (from 23 percent to 15 percent)

(6 marks)

(d) The return of investment (ROI) of the training program.

(6 marks)

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- END OF QUESTIONS -