



**PENINSULA**  
**COLLEGE**  
GEORGETOWN

**FINAL EXAMINATION**  
**(in compliance with MQA's requirement)**

Programme	:	<b>BA (HONS) BUSINESS</b>
Academic year	:	<b>2022/2023</b>
Stage	:	<b>2</b>
Course	:	<b>PEOPLE MANAGEMENT</b>
Course Code	:	<b>MAL2001</b>
Time Allowed	:	<b>3 HOURS</b>

**INSTRUCTIONS TO CANDIDATES:**

1. Please read the instructions given in the question paper **CAREFULLY**.
2. This assessment consists of only **ONE (1)** section.
3. Answer **ALL** questions.
4. Answers to the questions are to be written into the examination booklet.
5. Electronic dictionaries, lecture notes, files or any unauthorised materials except writing equipment are strictly prohibited.

This question paper must be submitted along with all used and/or unused rough papers and/ or graph papers (if any). Candidates are **NOT ALLOWED** to take any examination papers out of the examination hall.

*(This booklet contains 3 printed pages including this page)*

**DO NOT OPEN THIS BOOKLET UNTIL YOU ARE ALLOWED TO DO SO**

**WARNING:**

The Examination Board of Peninsula College Georgetown regards cheating as a very serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in the accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from Peninsula College Georgetown.

For examiner's use only

<b>QUESTION NO.</b>	<b>MARKS</b>
1	/ 40
2	/ 20
3	/ 20
4	/ 20
<b>Total</b>	<b>/ 100</b>

Answer **ALL** questions. [Total: 100 marks]

1. Please read the following advertisement for **Shell Graduate Program** and answer all questions that follow. (40 marks)

### **Job Advertisement**

#### JOIN US IN POWERING CHANGE

We are looking for graduates who share our purpose to power progress and our culture of inclusion, collaboration, and care. We'll give you the support you need to forge your own path, and you'll have real responsibilities and meaningful projects to work on right from the start.

#### WHAT'S THE ROLE?

Our Graduate Program is a rigorous development framework of specific competences, business-critical capabilities, and critical experiences that will enable you to become a competitive professional by the end of your 3-year as technical specialist or people manager.

Right from the start, you will be given a challenging hands-on role, working in a diverse, global environment. You will be supervised and mentored with frequent reviews as part of a structured development program. You will also be learning alongside brilliant people from all over the world, with the resources and support to explore new ways of thinking and working.

We know that learning is key to developing yourself both personally and professionally. The graduate program encompasses a learning framework that includes internal and external courses, as well as on-the-job learning, designed to help you gain the skills you need to succeed.

#### WHAT WE NEED FROM YOU

You should enjoy being challenged, so that rather than being daunted or overwhelmed if a task seems impossible, you welcome the opportunity to be innovative. You also need to be good at absorbing information, analyzing problems, making objective decisions, and coming up with original ideas. You should have the drive, and resilience to get things done, the flexibility to work well as part of a team and the credibility to influence others.

To be eligible for the Graduate Program, you must meet the below requirements:

- Malaysia Nationality
  - Minimum bachelor's degree in Economics, Business, Marketing or Engineering
  - Highly proficient in Mandarin language
  - Less than three years of experience (0 – 3 years)
  - Not more than 27 years of age on the date of application
  - Male candidate preferred
  - Unmarried preferred
- (a) Briefly explain **THREE (3)** key differences between technical specialist roles and people manager's roles. (7 marks)
  - (b) Explain the **THREE (3)** most used selection methods that could be applied by Shell to choose the right candidate. (10 marks)
  - (c) If you are a successful candidate for Shell Graduate Program, choose **TWO (2)** approaches that will accelerate your performance capability from the following. Explain your rationales clearly.
    - on-the-job training
    - in-house development programs

- coaching by line manager-peers
- learning from external courses

(10 marks)

- (d) Based on eligibility criteria outlined for the Shell Graduate Program, do you find Shell policy embraces and emphasizes equality and diversity? Justify your answer.

(13 marks)

[Total: 40 marks]

2. Empirical research suggests that employee engagement has a direct correlation with organization performance, employee productivity and customer satisfaction. Explain the concept of engagement. Identify any **THREE (3)** drivers of employee engagement. Discuss the importance of each driver you have identified.

(20 marks)

[Total: 20 marks]

3. According to Aguinis et al, (2013), performance management is a continuous process of “*identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization.*” Because individual performance is the building block of organizational success, virtually all organizations globally have some type of performance management system.

- (a) Identify **TWO (2)** common processes in performance management. (5 marks)

- (b) Discuss each of the processes you have identified above. (10 marks)

- (c) Select any **TWO (2)** types of most common assessment errors. Explain how you can minimize these errors. (5 marks)

[Total: 20 marks]

4. Training and development are one of the areas most employees focus on. Training is associated with developing skills for short-term goals to improve current performance while development is a long-term goal which involves larger efforts like training, coaching, mentoring, job assigning etc.

- (a) What is the one thing an employer must do before sending an employee for training? (4 marks)

- (b) Describe all **FOUR (4)** stages of training assessments that should be conducted to ensure that investment for training is worth spending. (16 marks)

[Total: 20 marks]

**- END OF QUESTIONS -**