



**PENINSULA**  
**COLLEGE**  
GEORGETOWN DK266-03(P)

## FINAL EXAMINATION

Semester	:	<b>SEPTEMBER 2025 SEMESTER</b>
Programme Name	:	<b>CERIFICATE IN BUSINESS STUDIES</b>
Course Code & Name	:	<b>CBS1163 HUMAN RESOURCE MANAGEMENT</b>
Duration	:	<b>3 HOURS</b>

### INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. The question paper consists of **FOUR (4)** questions.
3. Answer **ALL** questions in the question paper.
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 paper(s) used or unused out of the examination hall.

### 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 accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from Peninsula College Georgetown.

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

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

Answer **ALL** questions on the separate sheet provided.

**[100 marks]**

1.
  - a) List **SEVEN (7)** roles of human resource management within the organisation. (7marks)
  - b) Briefly describe **FOUR (4)** objectives of human resource management. Support your answer with **ONE (1)** example. (12 marks)
  - c) Briefly explain **THREE (3)** common challenges faced in the human resource management process. (6 marks)  
Total: [25 marks]
  
2.
  - a) Briefly explain **FOUR (4)** ways job analysis information can be used in the human resource management process. (8 marks)
  - b) Distinguish **TWO (2)** major parts of the job analysis. (6 marks)
  - c) List down **SIX (6)** information required in job analysis process. (6 marks)
  - d) Briefly describe **TWO (2)** sources of job analysis information. Support your answer with **ONE (1)** example. (5 marks)  
Total: [25 marks]
  
3.
  - a) State **FIVE (5)** duties of human resource management specialist for performance management. (5 marks)
  - b) Explain **FOUR (4)** benefits of conducting performance appraisal systems. (10 marks)
  - c) From your own opinion, suggest **FOUR (4)** ways on how to increase employee's motivation to perform better. (10 marks)  
Total: [25 marks]
  
4.
  - a) Explain each of the career development strategies listed below. Include **ONE (1)** example for each strategy
    - i. Technical/Functional (2 marks)
    - ii. General managerial (2 marks)

- iii. Autonomy/independence (2 marks)
  - iv. Security/stability (2 marks)
  - v. Entrepreneurial activity (2 marks)
  - vi. Service/dedication to a cause (2 marks)
  - vii. Pure challenge (2 marks)
  - viii. Lifestyle (2 marks)
- b) Discuss **THREE (3)** reasons why employee should set career goals. (9 marks)
- Total: [25 marks]

**- END OF QUESTIONS -**