

FINAL EXAMINATION

Programme Name	:	BA (HONOURS) BUSINESS 3+0 IN COLLABORATION WITH UNIVERSITY OF PLYMOUTH
Course Code & Name	:	MAL3001 HUMAN RESOURCE MANAGEMENT
Duration	:	3 HOURS

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

(This booklet contains 4 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 Please read the following *World Economic Forum (WEF)* article on the gender gap report and answer all questions that follow:

Global Gender Gap Report 2023 by World Economic Forum

The Global Gender Gap Index annually benchmarks the current state and evolution of gender parity across four key dimensions (Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment). This year (2023), the 17th edition of the Global Gender Gap Index benchmarks gender parity across 146 countries.

Part of the Report

Workforce representation across industries: Global data provided by LinkedIn shows persistent skewing in women's representation in the workforce and leadership across industries. In LinkedIn's sample, which covers 163 countries, women account for 41.9% of the workforce in 2023, yet the share of women in senior leadership positions (Director, Vice President (VP) or C-suite) is at 32.2% in 2023 nearly 10 percentage points lower.

The World Economic Forum's 2023 Future of Jobs Survey suggests that more than two-thirds of the organizations surveyed have implemented a Diversity, Equity, and Inclusion (DEI) program. The majority (79%) of companies surveyed are implementing DEI programs with a *focus on women*.

Table 1.1: Gender Parity in Malaysia and neighboring countries

Country	Rank	Score (%)
Malaysia	102	68.2
Indonesia	87	69.7
Thailand	74	71.1
Singapore	49	73.9
Iceland	1	91.2
Afghanistan	146	40.5

Source: World Economic Forum, Global Gender Gap Report 2023

Note: The higher the score, the better gender equality

- (a) What is diversity, equality, and inclusion (DEI)? Discuss **THREE (3)** most important reasons for DEI in human resource management. (10 marks)
- (b) With the above article, identify and discuss **THREE (3)** reasons why the majority of companies (79%) embarking on DEI programs are focusing on women. (10 marks)
- (c) In Table 1.1, Malaysia scored the lowest in the 2023 gender gap report among 3 neighboring countries. Discuss **THREE (3)** steps Corporates Malaysia can do to help improve gender parity ranking. (10 marks)
- (d) In the recruitment and selection process, what are the **THREE (3)** steps a company could take to avoid being labeled as gender discrimination? (10 marks)
[Total: 40 marks]
- 2 Human Resource Management (HRM) involves multiple activities. Some of these are perceived to be short-term strategies and some are considered as long-term objectives. Some HR work should be done by HR specialists while many could be delegated to line managers.
- (a) With the above note, list and discuss **THREE (3)** short-term HR activities and **THREE (3)** long-term HR activities. Why are these activities perceived as short-term or long-term? (10 marks)
- (b) In your view, which of the HR activities you have identified in question 2(a) could be delegated to line managers or outsourced to a third party? Explain your rationale. (10 marks)
[Total: 20 marks]
- 3 "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" (Aguinis et al., 2013, p. 385)
- Based on the above statement, answer the following questions.
- (a) Is 'performance appraisal' the same as 'performance management'? Discuss **THREE (3)** similarities or differences of both terms. (10 marks)
- (b) Explain major steps in performance measures, i.e., from goal setting to determining the performance indicator. Now, discuss why obtaining accurate performance indicators is important. (10 marks)
[Total: 20 marks]

- 4 In the most recent Employment Act 1955 amendment, several benefits have been upgraded. Amongst other things are flexible work hours and working from home.
- (a) In your opinion, is the practice of working from home more productive or less productive? Discuss **THREE (3)** major drawbacks in practicing working from home. (10 marks)
- (b) Under Section 10(1) and 10(2) of Employment Act 1955 (amended 2022), require any employment contract exceeding 1 month to be in writing and to be included in the termination clause. Discuss the benefits of having a written contract and termination clause in employment contract. (10 marks)
- [Total: 20 marks]

- END OF QUESTIONS -