



PENINSULA
COLLEGE
GEORGETOWN DK266-03(P)

FINAL EXAMINATION

Semester	:	SEPTEMBER 2025 SEMESTER
Programme Name	:	DIPLOMA IN BUSINESS STUDIES DIPLOMA OF ACCOUNTANCY DIPLOMA IN E-BUSINESS TECHNOLOGY DIPLOMA IN LOGISTICS MANAGEMENT
Course Code & Name	:	DBHR4013 DEB2123 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 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) You are the Human Resource Manager of a company that is experiencing an increase in workload but has a limited budget for recruitment. Before hiring new employees, your manager asks you to explore other possible options.

Discuss **FIVE (5)** alternatives to hiring new employees as listed below:

- | | |
|------------------|------------|
| i. Outsourcing | (5 marks) |
| ii. Reorganising | (5 marks) |
| iii. Overtime | (5 marks) |
| iv. Automation | (5 marks) |
| v. Partime | (5 marks) |
| Total: | [25 marks] |

2. a) In your opinion, what are the possible consequences faced by a company that does not provide proper training to its employees?

Explain **FOUR (4)** effects of not giving training to employees. (12 marks)

- b) Identify **SIX (6)** situations in which an organization should conduct employee training (6 marks)

- c) You are the Human Resource Manager at BrightTech Manufacturing Sdn. Bhd. The company has recently hired several new machine operators and promoted a few technicians to supervisory roles. Management has requested you to recommend suitable training methods to improve both technical and managerial skills among employees. Based on the situation above, list **SEVEN (7)** suitable training methods that can be implemented in the company. (7 marks)

Total: [25 marks]

3. a) Discuss **FOUR (4)** potential drawbacks of teleworking. Provide examples to support your answer. (12 marks)

- b) A remuneration package includes different forms of rewards given to employees in return for their work. Explain **THREE (3)** components of a remuneration package. Provide an example for each. (9 marks)

- c) List **FOUR (4)** factors for individual employee's wages. (4 marks)

Total: [25 marks]

4. Read each problem carefully. For every problem listed, suggest **ONE (1)** suitable solution or action that can be taken by the Human Resource Department or manager to overcome the issue.
- i. The manager gives every employee the same rating regardless of their actual performance. (2.5 marks)
 - ii. Employees only receive performance feedback once a year, and they forget what they achieved earlier. (2.5 marks)
 - iii. The appraisal form uses vague criteria and unclear rating scales, causing confusion among managers. (2.5 marks)
 - iv. Some managers let personal bias or favouritism influence their appraisal ratings. (2.5 marks)
 - v. Employees feel that the appraisal discussion is one-sided and that their opinions are not considered. (2.5 marks)
 - vi. Newly appointed managers are unsure how to conduct appraisals fairly and professionally. (2.5 marks)
 - vii. Employees do not understand how their appraisal results affect promotions, rewards, or salary increases. (2.5 marks)
 - viii. The appraisal reports are always submitted late, delaying salary reviews and training plans. (2.5 marks)
 - ix. Managers focus only on employee weaknesses and ignore positive performance or achievements. (2.5 marks)
 - x. After the appraisal meeting, there is no follow-up or development plan, so employees feel demotivated. (2.5 marks)
- Total: [25 marks]

- END OF QUESTIONS -