



PENINSULA
COLLEGE
GEORGETOWN



**UNIVERSITY OF
PLYMOUTH**

FINAL SEMESTER EXAMINATION

Student NRIC : _____
Student ID : _____

Faculty : **ACADEMIC PARTNERSHIPS**
School : **ACADEMIC PARTNERSHIPS**
Programme : **BA (HONS) BUSINESS**
Academic year : **2021/22**
Level : **5**
Course : **HUMAN RESOURCE MANAGEMENT**
Course Code : **MAL3001**
Time Allowed : **3 hours**

INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. Answer **ALL questions in the question paper**.
3. Answers to the questions are to be written into the examination booklet.
4. 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 most 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 3 printed pages including this page)

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

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QUESTION NO.	MARKS
Part A	/ 40
Part B: 1	/ 20
2	/ 20
3	/ 20
Total	/ 100

SECTION A: CASE STUDY

[40 MARKS]

CASE STUDY: UPS BUILDING THE COMPLETE PACKAGE

When one thinks of UPS, one of the globe's largest shipment and logistics firms, the distinctive brown background of its brand and logo immediately come to mind. UPS has fostered one of the most comprehensive employee engagement, training and career development strategies for its roughly 400,000 employees worldwide, including 16,000 staff in Asia-Pacific. "We're a big company and what I see in HR is that there are so many different cultures and there's a lot of diversity, which is something that we build on," says Becker, Vice President of HR-Asia Pacific.

According to Becker, the critical foundation of bridging this engagement gap is the company's annual Report Back Meeting. The Report Back Meeting, or the Annual Management Conference Report Back, is a three-hour meeting at the beginning of the year where the corporate office in Atlanta tailors a message for executives. These executives return and deliver the message to the management level, providing a great platform for interaction and ensuring that all employees understand the key points of the mission. The second element of UPS's employee engagement armada is its employee engagement committees. The purpose of such committees is to create a direct line of communication between management and employees which will allow more insight about what they think about the company's culture.

These days, most companies have structured a certain promotion-from-within framework. During his 26 years at UPS, Becker spent his first 11 years in operations before his current role in HR. A key pillar of UPS's promotion-from-within policy is the company's mandatory career development meetings – held twice a year for all employees. These are very high-level and detailed meetings. The strengths and weaknesses of every employee are discussed, and conclusions drawn on the areas they need to develop. UPS fosters a succession plan for employees, one that is geared toward leadership competencies, employee interests and their education levels.

With such diverse and deep promotion-from-within strategies, UPS boasts of a very healthy retention rate: about a 90% retention rate for management levels. Programmes are also rolled out to retain the talents of the management through a workshop called "Leading the future" for senior-level managers, and focuses on collaborating with their business teams to make decisions to drive business results. For all of UPS's employee engagement and promotion-from-within guidelines, it is obvious that one of the company's most basic core philosophies is its "Open-Door" policy. Each UPSer is welcome to share ideas and thoughts with senior management, which allows everyone to contribute to the improvement of the company and thereby create a greater sense of belonging and unity.

With UPS delivering thousands of packages every day, it is imperative that employees are always spot on; the latest training and developmental programmes are a key part of that. "We have really good training to make sure our people understand procedures when it comes to delivering packages; to make sure that we are in compliance; and to make sure that safety is first and foremost." A key fulcrum of UPS's training arm stems from its very own UPS Learning Centre, also affably known as "UPS University". With 10,000 online courses, this massive learning portal allows employees to equip and upgrade themselves with a diverse array of knowledge and skills to grow in their respective professions.

Through various Corporate Social Responsibility (CSR) activities, employees are given opportunities to lead and participate in projects that are different from their daily duties. For example, the Community Involvement Committee and YouWell Committee are two platforms afforded to UPSers who are keen to expand their roles within the firm.

In addition, the YouWell Committee consists of a group of staff to arrange health-related classes on a monthly basis. In terms of rewarding employees, a monthly recognition programme known as the Service Star Nomination enables managers to nominate UPS employees for "exceptional" acts. UPS does a very good job in managing and recognising everything that happens around the world, so they will have a series of rewards that they will give out for different levels of business success. "Those things in the world go a long way towards enhancing loyalty and employee engagement" says Becker.

END OF CASE STUDY

Adapted from: <http://www.hrmasia.com/case-studies/building-the-complete-package/190932/>

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

1. a. Compare the intrinsic and extrinsic rewards provided by UPS for its employees. In your opinion, which type of reward is more effective in retaining its employees? Justify your answer. (18 marks)

 - b. UPS believes in promoting people from within its organisation. Evaluate **FOUR (4)** benefits of such a policy. (10 marks)

 - c. Analyse **FOUR (4)** HR practices adopted by UPS to engage its diverse workforce. (12 marks)
- [Total: 40 marks]**

SECTION B: ESSAY QUESTIONS

[60 MARKS]

Answer **ALL THREE (3)** questions on the separate sheet provided.

1. a) Elaborate on the collective bargaining process and its relationship with collective agreement. (10 marks)

 - b) Managing people from different cultures and background is one of the challenges for HRM. Examine the importance of managing diversity for an organisation. (10 marks)
- [Total: 20 marks]**
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2. Fastrack is a new management consultancy firm in Penang. They are planning to recruit four management trainees. Propose to the management the steps to be taken to ensure that there is equality in the following processes:
 - a) Recruitment (10 marks)
 - b) Selection (10 marks)
- [Total: 20 marks]**
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3. The Malaysian government is accelerating their efforts to assist SMEs on the road to recovery. However, firms continue to face challenges particularly in terms of low productivity. As the HR Manager of First Solar, you have been asked to prepare a report to:
 - a. Investigate the possible causes of low productivity in the organisation. (8 marks)

 - b. Provide recommendations to boost productivity in your organisation. (12 marks)
- [Total: 20 marks]**

- END OF QUESTIONS -