



**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>3</b>                         |
| Course        | : | <b>HUMAN RESOURCE MANAGEMENT</b> |
| Course Code   | : | <b>MAL3001</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                   | / 30         |
| 2                   | / 25         |
| 3                   | / 25         |
| 4                   | / 20         |
| <b>Total</b>        | <b>/ 100</b> |

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

1. Please read the following news report and answer all questions that follow. (30 marks)

**News report August 2022**

It was reported recently (August 2022) that food delivery riders were **set to go on a 24-hour nationwide strike** to protest against what they claim is unfair compensation paid to riders.

Riders are reportedly unhappy about the compensation that they are getting. According to the spoke person of Persatuan Penghantar P-Hailing Malaysia, riders are paid a flat rate per delivery and earn incentives depending on the time and distance of the order placed. It further notes that Persatuan Penghantar P-Hailing Malaysia is not a trade union, it's an association aim to take care of riders' interest.

However, he claimed that riders are not properly compensated for deliveries that may take a longer time to complete. He added that many riders are pressured to complete more deliveries daily to meet their income target and said that the 24-hour protest is to make companies aware of how riders are feeling about their current situation, where they feel they are earning less despite performing more deliveries. "The company not willing to listen to our grievances, that why we go strike" said the spoke person.

- (a) In relation to the news report, identify and discuss **TWO (2)** key differences between trade union and employee association. (10 marks)
  - (b) What would have triggered Persatuan Penghantar P-Hailing riders to initiate strike rather than direct negotiation with company for payment dispute? Explain your reasoning. (10 marks)
  - (c) Identify and discuss **THREE (3)** reasons why employers choose to provide an avenue for employee voice. (10 marks)
- [Total: 30 marks]

2. Please read the following statement and answer all questions that follow. (25 marks)

"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)

- (a) Do you agree with Aguinis et al's statement? Provide **THREE (3)** reasons and justification as to why you agree or disagree with the statement. (8 marks)
  - (b) Intentional or unintentional assessment errors compromise the accuracy of performance evaluation. Discuss **TWO (2)** possible actions that could minimize the assessment errors. (8 marks)
  - (c) Individual performance indicator is normally used for **THREE (3)** purposes. Explain each of the purposes. (9 marks)
- [Total: 25 marks]

3. Employee training and development is an integral part of human resource management. Both activities shared the similar objective of improving employee performance. (25 marks)
- (a) Discuss **THREE (3)** key differences of training versus development. (10 marks)
  - (b) Identify and discuss **FOUR (4)** major steps in employee training. (10 marks)
  - (c) Generally, there are four level of training assessment. Discuss **ONE (1)** most difficult level of assessment and why. (5 marks)
- [Total: 25 marks]
4. Part of employment contract, contract of service generally outlined termination clause whereby either party may end the contract by serving the notice period or payment in lieu of notice period. (20 marks)
- (a) In Malaysian context, discuss, under what circumstance that employee can be terminated without notice or without payment in lieu of notice period. (10 marks)
  - (b) Discuss what does it means by voluntary resignation and involuntary resignation. (10 marks)
- [Total: 20 marks]

**- END OF QUESTIONS -**