

## FINAL SEMESTER EXAMINATION

Programme	:	<b>DIPLOMA IN LOGISTICS MANAGEMENT DIPLOMA IN E-BUSINESS TECHNOLOGY</b>
Course	:	<b>HUMAN RESOURCE MANAGEMENT</b>
Course Code	:	<b>DBHR4013   DEB2123</b>
Duration	:	<b>3 hours</b>

### INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. This 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 3 printed pages including this page)*

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

For examiner's use only

QUESTION NO.	MARKS
1	/ 25
2	/ 25
3	/ 25
4	/ 25
<b>Total</b>	<b>/ 100</b>

Answer **ALL FOUR (4)** questions on the separate sheet provided.

**[100 marks]**

1. a) Discuss **TWO (2)** reasons why human resource management is important in an organisation. (5 marks)

b) Discuss **SIX (6)** skills required of a human resource specialist. (12 marks)

c) Discuss **FOUR (4)** factors that determine whether a company requires a human resource department. (8 marks)

Total: [25 marks]

2. a) Discuss **THREE (3)** advantages and **TWO (2)** disadvantages of relying on employment agencies for recruitment purpose. (10 marks)

b) Describe an induction programme and discuss **THREE (3)** potential problems relating to induction programmes. (8 marks)

c) Discuss the differences between performance tests and aptitude tests as selection tests. (7 marks)

Total: [25 marks]

3 Discuss with example the following biases in performance appraisals:

a) Recency effect (5 marks)

b) Halo effect (5 marks)

c) Central/leniency/strictness tendency (5 marks)

d) Prejudice and stereotyping (5 marks)

e) Fatigue (5 marks)

Total: [25 marks]

- 4 You have recently been hired as the human resource manager in Tan & Lim consulting firm. Tan & Lim consulting firm is a small consulting firm which was newly set up a few months ago by Mr Tan and Mr Lim, who have been working as consultants for the past 20 years. Many of the consultants employed in Tan & Lim are working overtime regularly and are very stressed out.

As a human resource manager, you are trying to find a way to reduce overtime work. You are also trying to find a way to increase the number of non-financial rewards at Tan & Lim to motivate the consultants. The managing partners, Mr Tan and Mr Lim, have also asked you for advice on the promotion criteria to be introduced in Tan & Lim.

**Required:**

- a) Suggest and discuss **FIVE (5)** steps how would you reduce overtime in Tan & Lim.  
(10 marks)
- b) Suggest and discuss **FIVE (5)** non-financial rewards to be offered in Tan & Lim.  
(10 marks)
- c) Discuss whether seniority or merit should be the criteria for promoting the consultants in Tan & Lim.  
(5 marks)

Total: [25 marks]

**- END OF QUESTIONS -**