PEPERIKSAAN AKHIR PROGRAM SISWAZAH
SEMESTER MEI SESI 2001/2002

KOD KURSUS : PN 5023 HUMAN RESOURCE MANAGEMENT
TARIKH : 15 SEPTEMBER 2001
MASA : 3:00 PTG - 6:00 PTG. (3 JAM)
TEMPAT : SEKOLAH SISWAZAH

ARAHAN:

1. Answer FOUR (4) questions including the question numbered 01
2. Candidate is responsible for legibility of writing
3. Manage time (three hours) giving answers to the point without beating about the bush
4. The paper is served to you at least two minutes earlier from the commencing time of the examination

NO. MATRIK : 
NO. KAD PENGENALAN :
NAMA PENSYARAH : Dr. H.H. D.N.P. Opatha

JANGAN BUKA SOALAN INI
SEHINGGA DIBERI ARAHAN

SULIT
Universiti Utara Malaysia (The Northern University of Malaysia)
Graduate School
May Semester
Master of Business Administration (MBA) Examination (Final)

PN 5023 Human Resource Management

Time: Three Hours

Instructions:

i. Answer **FOUR (04)** questions including the question numbered 01.

ii. Candidate is responsible for legibility of writing.

iii. Manage time (**three hours**) giving answers to the point without beating about the bush.

iv. The paper is served to you at least two minutes earlier from the commencing time of the examination.

01. Read the case given below and answer the questions given at the end of it.

**The Disgruntled Driver**

The NNPP Ltd is a rapidly expanding manufacturing organization situated in C city engaged in the manufacture of synthetic, cotton, and blended fabrics. A few months ago the company designed a job of Personnel Manager and filled it. The person who was appointed as the Personnel Manager was Mrs. M in name. M has a Diploma in Personnel Management and three years’ experience. Up to the appointment of Personnel Manager the General Manager (GM) who was also the proprietor of the company handled all personnel matters. The company has 57 employees.

Looking through the personnel files, M found that no proper Performance Evaluation (PE) had been done for the employees. Annually, the GM had at his own discretion made notes in the files regarding the employees concerned and granted increments to them. Promotions had been given at the GM’s discretion.
On perusing the files M found that the Driver, Mr. P, was due for his increment the next month. M decided that this was a good opportunity to commence a formal PE system. She was able to find out a PE form being used by a state corporation from one of her friends. The form is shown below:

M Company-Performance Appraisal Form

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Outstanding</th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reliability</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2. Work Knowledge</td>
<td></td>
<td></td>
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<tr>
<td>3. Initiative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Cooperation</td>
<td></td>
<td></td>
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<tr>
<td>5. Safety/Economy</td>
<td></td>
<td></td>
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<tr>
<td>6. Communication</td>
<td></td>
<td></td>
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<tr>
<td>7. Commitment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>8. Speech &amp; Writing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Intelligence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Judgement</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Overall appraisal of the Manager (if overall appraisal is ‘outstanding’ or ‘unsatisfactory’ it requires specific written justification).

Date........................................ Signature........................................

The manager explained to me this appraisal and my areas of strength and weakness.

Signature of the Employee........................................ Date........................................
P was called in to M’s office on the date when his increment was due. M took the time to explain what he was going to do in respect of the PE. The PE was done and P’s signature was obtained on the form. It was found that P had still to improve in certain aspects such as better attendance, punctuality, maintaining the vehicle etc. He was also cautioned about the complaints that were received regarding the suspicions that he was using the vehicle for his personal trips on the pretext of going for official duties. The result was that his increment was deferred for six months and with the advice to improve his performance.

P was not pleased at having his increment deferred nor did he quite understand what exactly had taken place in M’s office since this was the first time he had undergone an evaluation. He was equally worried about the fact that he had signed a document, which was in ‘English’! The disgruntled man complained to his co-workers and with their backing decided to go and see the GM who had hired him.

The GM having listened to P assured him that he would look into the matter. M was called in to the GM’s office after P had left and was asked to explain exactly what had happened in M’s office. After listening to M’s version of the incident, the GM informed him that P had come in and complained regarding his increment being deferred and that he had clearly been apprehensive of the fact that he had signed a document in M’s office. M was surprised since he had thought that P had understood the process since there had not been any questions from him; he also thought that P had understood when he had explained why his increment had been deferred.

Acknowledgement: This case written by Dr. H.H.D.N.P. Opatha under his “1998-Case Research and Development” project has been used for examination purpose.

Questions:

i. Critically evaluate Mrs. M’s managerial behaviour. (08 marks)

ii. Critically evaluate the PE form and related elements of PE. (10 marks)

iii. How do you solve the problem? (07 marks)
02. State distinctly whether you agree with the following statements or not and why.
(a) **Job Analysis** is the activity of arranging tasks, duties, and responsibilities into an organisational unit of work for the purpose of accomplishing a certain objective.
(b) Application of **Scientific Technique** for **Job Design** results in more specialised jobs that have shorter job cycles.
(c) **Job Enrichment** focuses on increasing the scope of a job by including a new related duty/duties in addition to the current duties.
(d) The purpose of **Job Design** is to create jobs that are more satisfying.
(e) **Succession Plans** are one of the methods of **External Recruitment**.

(05 marks for each)

03. (a) "By **Human Resource Planning**, an organisation is able to achieve several purposes." Mention seven purposes. (07 marks)
(b) How do you differentiate between a **Staffing Table** and a **Net Employee Requirement Table**? If a Staffing Table indicates that total number of vacancies is 56 while the Net Employee Requirements Table indicates that the same is 61. Explain why a difference exists. (08 marks)
(c) Forecasting Demand for HR is the initial step of **Human Resource Planning**. It translates the impact of the factors of demand into short-term and long-term statements of probable employee needs. **DESCRIBE**. (10 marks)

04. (a) With examples, describe briefly five errors that may arise with the interviewers who assess the suitability of the applicants for a job. How do you alleviate or eradicate these errors? (10 marks)

(b) "Irrespective of errors and limitations **Employment Interview** is being used widely and remains dominant." Explain. (05 marks)

(c) Describe **Rational Approaches of Test Validation**. (04 marks)
(d) Describe what you mean by “Reliability” in respect of Employment Examination. Following are four methods of measuring reliability of an exam. Describe TWO of them briefly:

i. Single Form Method

ii. Equivalent Form Method

iii. Split-half Method

iv. Conspect Reliability

(06 marks)

05. (a) “To train is to learn. To learn is to change. To change is to enhance.” Explain these assertions. (08 marks)

(b) Identifying training needs and prioritising training needs are two important steps of the training process. Describe a technique that can be used to carry out the both steps. (05 marks)

(c) In evaluating a training programme, there are four levels of evaluation. What are these four levels? What method or technique do you decide to utilise to evaluate at each level? Why? (12 marks)

06. (a) “Grievance Handling contributes to Labour-Management Relationship”. EXPLAIN. (06 marks)

(b) What is meant by Formal Grievance Settlement Procedure? Describe four desirable features of a Formal Grievance Settlement Procedure. (10 marks)

(c) Explain the relevance of following theories in relation to LMR:

i. Unitary Theory

ii. Pluralist and Industrial Conflict Theory

iii. Theory X and Theory Y (09 marks)
07. (a) Define **Employee Discipline Administration**. Why is it very important for an organisation? (06 marks)

(b) Robbins (1982) prescribed three policy guidelines for administering discipline: i. Make discipline action **corrective** rather than **punitive**; ii. Make discipline action **progressive** and; iii. follow the “**Hot Stove Rule**”. **ELABORATE.** (09 marks)

(c) With reference to the **20-Point Programme** proposed by Opatha and Mithani (2000), mention four points under the dimension of **Discipline Procedure** and four points under the dimension of **Discipline Practice**. (10 marks)

08. Assume that you, being the HR specialist, have been assigned the duty of doing a **Job Evaluation** for all the jobs available in the UU organisation.

(a) What is the purpose of doing a Job Evaluation? (05 marks)

(b) Do you decide to use either **Job Ranking Method** or **Job Grading Method** or **Point System** for Job Evaluation? Explain why. (10 marks)

(c) Describe how you perform the Job Evaluation through the method you decided. Be specific in your description. (10 marks)

09. State distinctly whether you agree with the following statements or not and why.

(a) Broadly HRM has gone through three stages of the development.

(b) **Personnel Management** and **Human Resource Management** are synonymous concepts.

(c) Although there is no standard definition of SHRM it seems that ‘**strategic**’ has at least five distinct meanings.

(d) When **Functional Authority** is given to HR Manager, he/she has legitimate right to give orders to line and other staff managers.

(e) The model proposed by Kleiman (2000) to explain the impact of HRM practices on **competitive advantage** indicates two paths from HRM practices to competitive advantage. (05 marks for each)
10. (a) "**International HRM** is the interplay among the three dimensions such as human resource functions, types of employees, and countries of operation.” Describe distinctly and briefly.  

(06 marks)

(b) “A greater degree of involvement in employees’ personal lives is necessary when it comes to IHRM.” Explain.  

(05 marks)

(c) “It is better for a MNE to adopt the Ethnocentric Approach to international staffing compared with the Polycentric Approach.” Do you agree or not? Why?  

(06 marks)

(d) There are several skills that the successful *expatriate* should possess in addition to the technical competence. What are these skills? Describe briefly and distinctly.  

(08 marks)