



## FACULTY OF BUSINESS

### FINAL EXAMINATION

Student ID (in  
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Student ID (in  
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Course Code & Name : **HRM5104 STRATEGIC HUMAN RESOURCE MANAGEMENT**  
 Semester & Year : January – April 2022  
 Lecturer/Examiner : Associate Professor Dr. Akram Al-Khaled  
 Duration : 3 Hours

#### INSTRUCTIONS TO CANDIDATES

1. This question paper consists of one part:  
**PART A (100 marks) : Answer only FIVE (5) essay questions out of 6 questions given. Answers are to be written in the Answer Booklet provided.**
2. Candidates are not allowed to bring any unauthorised materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

**WARNING:** The University Examination Board (UEB) of BERJAYA University College 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 accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College.

**Total Number of pages = 3 (Including the cover page)**

**PART A : ESSAY QUESTIONS (100 MARKS)**

**INSTRUCTION(S) :** Answer **ONLY FIVE (5)** questions. Answers are to be written in the Answer Booklet(s) provided.

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**Question 1**

Both the learning organization and organizational learning are very similar in that they connect to each other, but differ in that one involves the actual learning in an organization and the other involves the course of gaining the learning in the organization. Distinguish **FIVE (5)** differences between organizational learning and learning organization.

(20 marks)

**Question 2**

Employee motivation is an economic factor that should not be underestimated. Motivated employees achieve more and therefore bring their company more revenue. Motivation is strongly pertained to the commitment of the employee to the company. A lack of commitment is occasionally clearly noticeable. Propose how you would motivate your employees to demonstrate greater commitment towards their companies.

(20 marks)

**Question 3**

Organizational performance is a ubiquitous term which is nevertheless loosely defined. Though the construct depends on a number of unique factors associated with each organization. Debate **FIVE (5)** types of major external sources of change that could affect the organizaonal performance.

(20 marks)

**Question 4**

Staff training is the only plan to develop the employees' skills and knowledge with the aim to improve productivity. Critically assess how it plays a critical role in such an organization.

(20 marks)

### Question 5

Boundaryless careers have become more pronounced in recent times. A boundaryless career involves switching jobs, specializations, companies, industries and locations in the course of ones working life. Elaborate on **FIVE (5)** significant reasons why you think people choose the boundaryless career option.

(20 marks)

### Question 6

Rewarding Human Resources as in accordance with their value to the organization is concerned with both financial and non-financial rewards.

a) Evaluate how the reward strategy is related to the business strategy to attain integration.

(10 marks)

b) Explain **FIVE (5)** strategic reasons behind it based on an example of an organization of your choice.

(10 marks)

**(Total: 20 marks)**

**END OF EXAM PAPER**