



FINAL EXAMINATION

Student ID (in figures) :

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Student ID (in words) : _____

Subject Code : **HRM2114 HUMAN RESOURCE MANAGEMENT**
Semester & Year : May-August 2020
Lecturer/Examiner : Dr. Christine Chow
Duration : 3 hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (20 marks) : TWO (2) Reflective Questions. Answer all TWO (2) questions
PART B (80 marks) : FOUR (4) Short Answer Questions. Answer (FOUR) 4 questions.
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 of Hospitality 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 of Hospitality.

Total Number of pages = 4 (Including the cover page)

PART A : TWO (2) REFLECTIVE QUESTIONS (20) MARKS)
INSTRUCTION(S) : Answer ALL TWO (2) questions below.

QUESTION 1

During an interview, the interviewer found that you were a suitable candidate for a potential post in the company. The interviewer offered the post to you, and explained the scope of the job which includes informal arrangements and mutual understanding of expected performance. Describe the type of contract that was offered to you and differentiate it between an Employment Contract and the contract that was offered to you.

TOTAL: (10 MARKS)

QUESTION 2

As the CEO of an American company, you are hosting a dinner for the Chinese delegation to finalise the signing of a contract. Upon entering the restaurant, the head of the Chinese delegation is greeted by a junior member of your company. He asks where he should sit, to which he is told to, "sit where you like". The next day the Chinese delegation left America without signing any contract. The next day you received word that the Chinese felt humiliated and were reconsidering the business relationship.

So, what happened?

The Chinese value hierarchy whereas the Americans value equality.

The US team had to work hard to repair the damage and were given an immediate training on cultural competence. This cultural misunderstanding led to an 8-month delay in the signing of the contract.

Explain what Cultural Competence is and advice on how you can make this effective.

(10 MARKS)

END OF PART A

PART B : SHORT ANSWER QUESTIONS (80 MARKS)
INSTRUCTION(S) : Answer ALL FOUR (4) questions below.

QUESTION 1

Analyse the following **TWO (2)** theories of needs and explain the similarities to Maslow Theory.
(10 marks)

- (b) Clayton P. Alderfer believed that Existence, Relatedness and Growth (ERG) theory need carries some value and hence can be classified as lower-order needs and higher-order needs.

(10 marks)
(TOTAL: 20 MARKS)

QUESTION 2

Prior to recruitment being done, a Job Analysis is required. Using a diagram, explain the Job Analysis process.
(TOTAL: 20 MARKS)

QUESTION 3

Explain the purpose of Intrinsic incentives and provide examples of Intrinsic incentives **(10 MARKS)**

QUESTION 4

CASE STUDY – EMPLOYEE EQUALITY

Watson Manufacturing Ltd. Company is well known for its welfare activities and employee oriented schemes in manufacturing industry for more than ten decade. The company employs more than 800 workers and 150 administrative staff and 80 management level employees. The Top level management views all the employees at the level. This can be clearly understood by seeing the uniform of the company which is the same for all starting from MD to floor level workers. The company have 2 different cafeterias at different places one near the plant for workers and other near the Administration building. Though the place is different, the amenities, infrastructure and the food provided are of same quality. In short the company stands by the rule **Employee Equality**.

The company has one registered trade union and the relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a pay in that industry. The compensation policy of that company, when compared to other similar companies is very less yetl the employees don't have many grievances due to the other benefits provided by the company. But the company is facing countable number of problems in supplying the materials in recent past days. Problem like quality issues, mismatch in packing materials (placing material A in the box of material B), incorrect labeling of material, not dispatching the material on time, etc.

The management views the case as there a loop holes in the system of various departments and handed over responsibility to HR department to solve the issues. When the HR manager went through the issues, he realized that the issues were not related to the system but were related to the employees. Investigation showed that the reasons behind the casual approach by employees in work were:

- the company hired new employees at higher level positions without considering potential internal candidates, and
- the newly hired employees were recruited at higher pay packages than the existing employees in the same position.

QUESTIONS

1. Analyse whether the title 'Employee Equality' matches the way the employees are treated in an equal manner. Justify your answer if you disagree with the title; provide a suitable title for the case. (12 marks)
2. Interpret the main problem that may be causing the employees to create work problems despite having facilities and amenities that are equal in all departments. (5 marks)
3. Using HR-related theory concepts, explain the reasons for the problems. (7 marks)
4. If you are the HR Manager, suggest the immediate steps to take to resolve the issues. (6 marks)

END OF EXAMINATION