



## FACULTY OF BUSINESS

### FINAL EXAMINATION

Student ID (in figures) : 

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Student ID (in words) : \_\_\_\_\_  
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Course Code & Name : **HRM2114 HUMAN RESOURCE MANAGEMENT**  
 Semester & Year : September-- December 2020  
 Lecturer/Examiner : Dr. Christine Chow  
 Duration : 3 hours

#### INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:  
     **PART A (20 marks) : Answer all TWO (2) Structured Questions.**  
     **PART B (80 marks) : Answer all FOUR (4) Structured Answer 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 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 = 4 (Including the cover page)**

**PART A : TWO (2) Structured Questions (20) MARKS)**  
**INSTRUCTION(S) : Answer ALL TWO (2) questions below.**

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### **QUESTION 1**

During an interview, the interviewer found that your friend was a suitable candidate for a potential post in the company. The interviewer offered the post with a certain salary figure to her, and explained the scope of the job which includes informal arrangements and mutual understanding of expected performance and also mentioned their salary. Your friend started work the following Monday at 8"00am before signing any official Employment document. At 10am she received the official letter of offer and she noted that the salary had had been offered was lower than the one she were verbally offered during the interview. However, HR refused to change the offer as she was considered to have accepted the position and employment conditions by starting work before the letter of offer was given to her.

Identify the type of contract that was given verbally and differentiate it between an Employment Contract.

**(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 advise on how you can make this effective.

**(10 MARKS)**

**END OF PART A**

**PART B : STRUCTURED ANSWER QUESTIONS (80 MARKS)**  
**INSTRUCTION(S) : Answer ALL questions below.**

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**QUESTION 1**

- (a) Advances in technology are contributing to changes in the nature of work and it is anticipated that more tasks will be automated, the workforce will become globalised, and working patterns will become more flexible. To meet these challenges, explain the **FOUR (4)** new roles HRM has to play.

**(10 MARKS)**

- (b) Describe the focus each role has to take.

**(10 MARKS)**

**QUESTION 2**

Explain the consequences of poor HR Management.

**(10 MARKS)**

**QUESTION 3**

Handling conflicts can be done using any one of the **FIVE (5)** types of conflict management styles. Explain which type of the **FIVE (5)** conflict management styles you would use to resolve different conflict situations.

**(20 MARKS)**

**QUESTION 4**

**CASE STUDY  
UNFAIR DISMISSAL**

**(30 MARKS)**

James is a computer programmer at Mega- Bytes Ltd and has worked for them over the last twelve years; he was dismissed without any notice. His assistant manager, Maxine has claimed that James was incompetent and useless.

Maxine was uncomfortable being James supervisor as James would ask too many questions to ensure he had the right information whenever he was assigned a project. She mentioned that James was incompetent and had poor performance and she had enough of his incompetencies.

But from the case study it was noted that James had been working for the company for more than twelve years and he had never had any problem at work.

James consulted the HR manager who gave him the wrong information about his rights on his wrongful dismissal, saying that “it’s not worth the bother. They will just rubber stamp what the assistant manager has done anyway”.

The employer had dismissed James query is an attempt to block the employee from claiming for compensation.

**Note:**

An employee has 60 days from the date of dismissal to file a complaint of unfair dismissal pursuant to Section 20 of the Industrial Relations Act 1967. An employee who is dismissed with notice may file the complaint at any time during his notice period, but not later than 60 days from the expiry of his notice. (Section 20 of the Malaysian Industrial Relations Act 1967 (“IRA 1967”))

(Dr. Christine Chow Sep20)

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**QUESTIONS**

1. Explain your views whether James have a case against his wrong dismissal. (5 MARKS)
  2. Examine in what way is dismissal considered unfair. (10 MARKS)
  3. Discuss the action to be taken by an employee if he/she feels an unfair dismissal had occurred. (5 MARKS)
  4. Discuss in what situation are employers able to dismiss an employee with a reasonable justification. (10 MARKS)
- TOTAL: (30 MARKS)**

**END OF EXAMINATION**