

**FACULTY OF BUSINESS**

**FINAL EXAMINATION**

Student ID (in Figures) :

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Student ID (in Words) :

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Course Code & Name : **HRM5104 STRATEGIC HUMAN RESOURCE MANAGEMENT**

Semester & Year : September – December 2022

Lecturer/Examiner : Associate Professor Dr. Akram Al-Khaled

Duration : 3 Hours

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**INSTRUCTIONS TO CANDIDATES**

1. This question paper consists of one part:  
**PART A (100 marks) : Answer only FIVE (5) essay questions out of 7 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.

**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**

An organization with a good employee relations programme provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. However, employee relations will also have issues within the company. Propose **FOUR (4)** ways in which the company can maintain employee relations.

(20 marks)

### **Question 2**

Training and development of employees enables a multinational, (or any organization for that matter) to build up its human resources (human capital). which can include things such as knowledge, skills, intellectual property, etc. Examine **TWO (2)** 'on-the-job' methods and **TWO (2)** 'off-the-job' methods.

(20 marks)

### **Question 3**

Workplace diversity is not just an inclusion fad, it is something most companies are trying to attain. It is also the acceptance of the fact that every individual is unique, and respecting that their uniqueness could be because of their race, gender, age, class, and physical ability, sexual orientation, and religious inclination. Critically Debate **FIVE (5)** main benefits of diversity in the workplace.

(20 marks)

### **Question 4**

Culture is a key component to managing HRM on a global scale. Understanding culture but also appreciating cultural differences can help the HRM strategy be successful in any country. Evaluate **FIVE (5)** national cultural dimensions developed by Geert Hofstede which are linked to, and affect HRM practices. Provide a relevant example for each one to fortify your answer.

(20 marks)

### Question 5

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 6

Recruitment and selection strategies are core HRM activities in an organization, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. Determine **FIVE (5)** reasons why multinationals require a recruitment and selection policy.

(20 marks)

### Question 7

Motivation is the reason that drives all of our actions. An individual expects that if they behave a certain way or perform certain tasks, they will attain their desired outcomes. HR managers should identify the factors which causing demotivation of employees and convert them into factors which motivates employees. Assess **FIVE (5)** major factors that motivate employees.

(20 marks)

**END OF EXAM PAPER**