

**FACULTY OF BUSINESS****FINAL EXAMINATION**

Student ID (in Figures) :

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Student ID (in Words) : _____

Course Code & Name : **HRM2114 Human Resource Management**
Semester & Year : September - December 2024
Lecturer/Examiner : Assoc Prof Dr. Akram Al-Khaled
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:

PART A (30 marks) : Answer all THIRTY (30) multiple-choice questions. Answers are to be written in the multiple-choice answer Sheet provided.

PART B (70 marks) : Answer all FOUR (4) short-answer questions. Answers are to be written in the Answer Booklet provided.

2. Candidates are not allowed to bring any unauthorized 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 = 8 (Including the cover page)

PART B

: SHORT-ANSWER QUESTIONS (70 MARKS)

INSTRUCTION (S)

: Answer **ALL FOUR (4)** short-answer questions. Write your answers in the Answer Booklet (s) provided.

Question 1

Performance appraisals are an integral aspect of human resource management, providing a structured approach to evaluating employee performance, offering feedback, and setting objectives for future improvement. The effectiveness of performance appraisals depends on several critical factors that ensure both fairness and productivity. Simultaneously, understanding the root causes of poor performance enables organizations to implement corrective measures that foster both individual and organizational growth.

a) Examine the **FIVE (5)** key factors of importance in a performance appraisal.

(10 marks)

b) Discuss **FIVE (5)** major causes of employees' poor performance.

(10 marks)

(Total: 20 marks)

Question 2

Recruiting suitable candidates is fundamental to the success of an organization, as the quality of the workforce directly influences productivity, innovation, and organizational culture. Human resource managers employ various selection processes to identify and hire the best talent, while the sources from which these candidates are drawn also play a pivotal role in shaping the workforce.

a) Describe **THREE (3)** processes of selection that are mostly used in an organization.

(6 marks)

b) Analyze **FOUR (4)** external sources for hiring.

(12 marks)

(Total: 18 marks)

Question 3

Effective employee orientation and continuous development are key to building a successful and engaged workforce. Orientation helps new employees integrate smoothly into the organization, while ongoing training enhances skills and performance. Additionally, a well-structured orientation sets the foundation for long-term employee retention and satisfaction. Continuous development ensures that employees remain competitive and adaptable in a rapidly changing business environment.

a) Discuss **FOUR (4)** roles of new employee orientation.

(8 marks)

b) Explain **FOUR (4)** key benefits of training and development.

(12 marks)

(Total: 20 marks)

Question 4

Lisa has been a dedicated employee at South Palms Resort for nearly five years. While financial rewards are a common motivator, non-financial rewards can also play a critical role in boosting employee engagement and satisfaction. These rewards foster a positive work environment and encourage long-term commitment.

Propose **FOUR (4)** non-financial rewards that can be given to Lisa to boost her motivation in performing her duties.

(12 marks)

END OF EXAM PAPER