



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
JULY 2024 SEMESTER**

COURSE CODE : EAB21603
COURSE NAME : HUMAN CAPITAL MANAGEMENT
PROGRAMME NAME : BACHELOR OF BUSINESS ADMINISTRATION (HONS)
IN MANAGEMENT AND ENTREPRENEURSHIP
DATE : 21 SEPTEMBER 2024
TIME : 2.00 PM – 5.00 PM
DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES

1. Please **CAREFULLY** read the instructions given in the question paper.
2. This question paper has information printed on both sides of the paper.
3. This question paper consists of **TWO (2) Sections; Sections A and Section B.**
4. Answer **ALL** questions in **Sections A** and **Section B.**
5. Please write your answers on the answer booklet provided.
6. All questions must be answered in **English** (any other language is not allowed).
7. This question paper must not be removed from the examination hall.

THERE ARE FIVE (5) PAGES OF QUESTIONS, INCLUDING THIS PAGE.

SECTION A (Total: 40 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****Question 1**

Poor, inappropriate, or inadequate training can be a source of frustration for everyone involved. To maximize the benefits of training, managers must closely monitor the training process. List out the steps which should be followed to ensure training are organized systematically.

(10 marks)

Question 2

A low grievances rate does not necessarily prove the existence of good employee union and management relations. However, if not well handled it could lead to more serious problem and usually more difficult to settle. By providing appropriate examples, analyse the effect of unresolved grievances to organisations.

(10 marks)

Question 3

What must employers do to comply with the Occupational Safety and Health Act?

(10 marks)

Question 4

Briefly explain factors affecting employee performance.

(10 marks)

SECTION B (Total: 60 marks)**INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.****CASE STUDY**

Tegas Cipta Berhad is a multinational retail company operating 320 retail outlets worldwide and employing over 13,000 individuals. Tegas Cipta has consistently taken measures to prevent the formation of labor unions within its organization, arguing that it does so to ensure the well-being of its employees. Despite the company's claims, unions have accused Tegas Cipta of employing aggressive and unfair labor practices to deter unionisation. In response, the Tegas Cipta Review Committee, an organization formed by unions, has taken various actions to challenge the company's practices and promote unionisation among its employees. Tegas Cipta has implemented several initiatives to provide long-term benefits to its employees. Regular employee surveys are conducted, and many individuals have successfully advanced from cashier and stocker positions to management roles. Furthermore, the company has established a companywide stock ownership program, allowing employees to reap significant rewards. However, unions argue that these efforts are merely an attempt to deter unionisation and assert that Tegas Cipta employs coercive strategies to achieve this goal. When faced with unionisation efforts, Tegas Cipta responds with a coordinated "union prevention" program. The company requires employees to attend mandatory meetings in stores, during which managers and supervisors read prepared scripts emphasizing the potential consequences of unionisation. Additionally, videos are shown that highlight the downsides of union representation. As a result of these practices, the number of unionised workers in Tegas Cipta's Malaysian operations is almost non-existent. In instances where unions have successfully won elections in certain Tegas Cipta locations, the company has resorted to outsourcing jobs to independent contractors or even closing stores altogether. Despite more union-friendly laws in Vietnam, Tegas Cipta has exhibited a strong resistance to unionisation efforts in the country. The company has adopted similar anti-union practices, demonstrating its determination to prevent the formation of unions among its Vietnamese workforce.

To counter Tegas Cipta's opposition to unionisation, unions have established the Tegas Cipta Review Committee. This committee aims to bring attention to the company's organizational practices, which it perceives as problematic. For instance, the committee has publicly highlighted Tegas Cipta's deficiencies in providing adequate retirement benefits, prompting the company to

revise its plans in response. Furthermore, the committee encourages employees to file legal complaints alleging violations of anti-discrimination laws. To facilitate communication and public engagement, the committee has created a dedicated website (<http://tegasciptareview.com>) featuring numerous articles about Tegas Cipta's actions. The website also hosts a blog where current and former employees, as well as outsiders, can leave comments, provide input, and express their opinions. Given Tegas Cipta's continued expansion and the addition of more stores, it is having a significant impact on other retailers, many of which employ a considerable number of unionised workers. The actions taken by the Tegas Cipta Review Committee and the ongoing challenges to the company's practices will likely influence future developments within Tegas Cipta. It remains to be seen how the company will adapt and respond to these pressures and the potential implications for its labor relations. The case of Tegas Cipta Berhad highlights the company's steadfast opposition to unionisation, despite its claims of prioritizing employee welfare. Unions have accused Tegas Cipta of employing aggressive tactics to prevent unionisation and have formed the Tegas Cipta Review Committee to challenge the company's practices. As the committee continues its efforts to promote unionisation and publicize the company's actions, the future trajectory of Tegas Cipta and its labor relations remains uncertain.

Question 5

- a) Based on the employee scenario at Tegas Cipta, why do you think Tegas Cipta employees join unions?

(5 marks)

- b) What are the benefits of being a Tegas Cipta union member?

(5 Marks)

Question 6

To what extent do you agree Tegas Cipta employees have the right to strike under Malaysian law?

(15 marks)

Question 7

Describe the steps Tegas Cipta would take if they were to take action against an employee for alleged serious misconduct.

(10 marks)

Question 8

Please describe any **THREE (3)** effective tactics and techniques on how Tegas Cipta can improve productivity through creativity and innovation amongst employees.

(15 marks)

Question 9

What measures were taken to ensure effective communication during collective bargaining?

(10 marks)

END OF EXAMINATION PAPER