



**UNIVERSITI KUALA LUMPUR
BUSINESS SCHOOL**

**FINAL EXAMINATION
MARCH 2026 SEMESTER**

COURSE CODE	: EAB 21603
COURSE NAME	: HUMAN CAPITAL MANAGEMENT
PROGRAMME NAME	: BACHELOR IN ACCOUNTING (HONOURS)
DATE	: 30 JUNE 2026
TIME	: 02.00 PM – 05.00 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 **ONE (1)** section; Section A.
4. Answer **FOUR (4)** questions from **Section A**.
5. All questions must be answered in **English** (any other language is not allowed).
6. This question paper must not be removed from the examination hall.

THERE ARE FIVE (3) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 100 marks)

Answer FOUR (4) questions.

Please use the answer booklet provided.

Question 1

Employee training is probably the most significant investment an employer can make. Unfortunately, a lot of money is wasted on ineffective training. Therefore, it is essential that a systematic approach be used when organising training programs.

- (a) Define "Training".
(3 marks)
- (b) Identify and describe the **Four (4)** stages of the systematic training process.
(12 marks)
- (c) Formulate **Five (5)** important criteria for choosing an external training consultant.
(10 marks)

Question 2

Employee performance refers to the degree to which an employee successfully carries out job responsibilities and contributes toward achieving organisational goals.

- (a) Discuss the factors that influence employee performance in an organisation.
(10 marks)
- (b) Differentiate between **performance appraisal** and **performance management**.
(10 marks)
- (c) What are the main purposes of establishing employee performance management system?
(5 marks)

Question 3

A manufacturing company in Malaysia has experienced an increase in workplace accidents involving machinery, chemical exposure, and employee negligence. Workers have complained about insufficient safety training and outdated safety procedures.

- (a) Define "Occupational Safety".
(5 marks)
- (b) As an Occupational Safety Officer, analyse the workplace safety issues and recommend strategies to improve safety and health practices.
(20 marks)

Question 4

Employee discipline refers to actions taken by an organisation to correct employee misconduct, poor behaviour, or failure to comply with workplace rules and standards. Discipline aims to encourage acceptable behaviour and maintain workplace order.

- (a) Define "Constructive Dismissal".
(5 marks)
- (b) Explain the importance of disciplinary procedures in organisations.
(10 marks)
- (c) Differentiate between "Misconduct" and "Poor Performance" as grounds for termination. Provide example to support your explanation.
(10 marks)

Question 5

Bias in employee performance reviews refers to subjective, often unconscious, judgements that distort evaluations, leading to unfair ratings, disengagement, and high turnover risk.

- (a) Describe **Five (5)** types of bias in employee performance review.
(5 marks)
- (b) Discuss the challenges organisations face when conducting performance appraisals and suggest practical solutions.
(20 marks)

END OF EXAMINATION PAPER