



**UNIVERSITI KUALA LUMPUR
MALAYSIA ITALY DESIGN INSTITUTE**

**FINAL EXAMINATION
MARCH 2026 SEMESTER**

COURSE CODE : PXB 10403
COURSE TITLE : HUMAN RESOURCE MANAGEMENT
PROGRAMME NAME : BACHELOR OF TECHNOLOGY MANAGEMENT (HONOURS)
DATE : 22 JUNE 2026
TIME : 2:00PM - 4:30PM
DURATION : 2 HOURS 30 MINUTES

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consist of ONE sections.
4. Section A consist of five questions. Answer FOUR (4) questions only.
5. Please write your answer on the answer booklet provided.
6. Please answer all questions in English only.
7. Refer to the attached Formula/ Appendies. ☐ Tick if applicable

THERE ARE 8 PAGES OF QUESTIONS INCLUDING THIS PAGE

SECTION A (Total: 100 marks)

Answer FOUR (4) questions.

Please use the answer booklet provided.

Question 1

Please answer the following:

- (a) Describe why human resource management is important to all managers and explain the role of line managers in human resource management.

(10 marks)

- (b) Discuss the Employment Act 1955 on its scope and application.

(10 marks)

- (c) Solid Solution Manufacturing Sdn. Bhd. hired several new production workers. During an orientation session, the Human Resource manager explained that the company contributes to the Employees' Social Security Act 1969 (Act 4) to protect employees against workplace injuries, disabilities, and employment-related accidents. Some employees were unsure why both employers and employees must contribute to the scheme and how the protection benefits them during emergencies or accidents at work. Discuss the importance of the Employees' Social Security Act 1969 (Act 4) to employees and employers.

(5 marks)

Question 2

Please answer the following:

- (a) Explain strategic human resource management and its tools in practice.
(10 marks)

- (b) Explain the steps in preparing a job description and prepare a sample job description for a Telesales Representative.
(10 marks)

- (c) A retail chain plans to expand its operations by opening five new outlets next year. The HR manager reviews historical staffing data, analyzes current employee capabilities, and estimates future labor demand based on projected sales. The company also evaluates potential employee turnover and internal talent availability to ensure sufficient staffing for the expansion. Discuss the key components of workforce planning demonstrated in this scenario.
(5 marks)

Question 3

Please answer the following:

- (a) Explain five reasons why employee selection is important?
(10 marks)

- (b) Discuss Training Needs Analysis (TNA) and explain the need for conducting it to ensure effective employee development.
(10 marks)

- (c) The marketing department at Advance AI Sdn. Bhd. conducts yearly performance appraisals for its employees. The manager evaluates staff based on communication skills, teamwork, sales performance, creativity, and achievement of marketing targets. Employees also receive feedback and suggestions for improvement to enhance their future performance and career development within the company. How can performance appraisal be defined, and how is it used practically in a marketing team?
(5 marks)

Question 4

Bright Vision Electronics Sdn. Bhd., a medium-sized manufacturing company in Selangor, had been producing electronic accessories for local and international markets for more than fifteen years. During the past year, the company experienced serious financial difficulties because of increasing raw material costs, reduced customer demand, and strong competition from foreign manufacturers. Monthly sales declined continuously for eight months, forcing management to review its business operations and reduce overall expenses to prevent further losses.

After several meetings between senior managers and the Human Resource department, the company decided to restructure its operations and reduce the number of employees in the packaging department. Fifteen workers were informed that their positions would be terminated because the department no longer required the same number of staff members. Management explained that the exercise was part of a redundancy plan intended to ensure the company's survival and avoid a complete shutdown of the business.

However, several employees were dissatisfied with the decision. Some workers claimed they did not receive sufficient notice before termination, while others argued that the company failed to provide adequate compensation according to the Employment Act 1955. Employees also complained that management did not communicate clearly about the retrenchment process. The Human Resource manager stated that the company selected employees for redundancy based on work performance, attendance records, disciplinary history, and productivity levels to ensure fairness in the decision-making process.

Although some employees accepted the retrenchment decision, others believed the process lacked transparency and created uncertainty among workers. The situation caused tension between management and employees and affected overall workplace morale.

Following the retrenchment announcement, employees became worried about employment and questioned whether departments would face workforce reductions. The company organized a briefing session to explain employee rights, termination benefits, and support for affected workers, helping reduce confusion and anxiety among staff members.

- (a) Explain the meaning of termination and redundancy under the Employment Act 1955.

(10 marks)

- (b) Analyze whether the company applied fair redundancy practices.

(10 marks)

- (c) Evaluate the importance of proper communication during redundancy exercises.

(5 marks)

Question 5

Global Vision Retail Sdn. Bhd., a growing supermarket chain in Selangor, recently introduced a new digital inventory and customer service system in all its branches. The company expected employees to use handheld devices, update stock records electronically, and respond quickly to customer requests. However, after three months, management discovered several operational problems. Employees frequently entered incorrect inventory data, delayed customer responses, and struggled to operate the new system efficiently. Customer complaints also increased because staff members could not answer product availability questions accurately.

The Human Resource manager conducted discussions with department supervisors and found that many employees had not received sufficient training before the system was implemented. Some senior employees lacked confidence in using technology, while newly hired workers were unfamiliar with company procedures and customer service standards. Supervisors also reported differences in employee performance levels between branches. As a result, management decided to conduct a Training Needs Analysis (TNA) to identify employee skill gaps, determine suitable training programs, and improve overall job performance.

The Training Needs Analysis included employee surveys, interviews, observation, and performance appraisal reviews. The company planned to use the findings to design technical training, customer service workshops, and coaching sessions for supervisors. Management believed that effective training would improve employee productivity, reduce operational errors, and increase customer satisfaction. Employees were informed that the training programs were intended to support career development and help the company achieve better operational performance in the future.

In addition, management wanted the Training Needs Analysis to support long term organizational goals and prepare employees for future technological changes. The company also aimed to reduce employee frustration and strengthen teamwork between departments. Employees were encouraged to provide feedback about training methods, learning preferences, and workplace challenges so that future development programs would be more practical, effective, and aligned with organizational objectives overall.

- (a) Explain the importance of Training Needs Analysis based on the scenario.

(10 marks)

- (b) Analyze the factors that caused the company to conduct a Training Needs Analysis.

(10 marks)

- (c) Evaluate the effectiveness of Training Needs Analysis in improving employee performance.

(5 marks)

END OF EXAMINATION PAPER