



**KOLEJ YAYASAN PELAJARAN JOHOR
FINAL EXAMINATION**

COURSE NAME : HUMAN RESOURCE PLANNING
COURSE CODE : DHR1103
EXAMINATION : JUNE 2023
DURATION : 3 HOURS

**INSTRUCTION TO CANDIDATES /
ARAHAN KEPADA CALON**

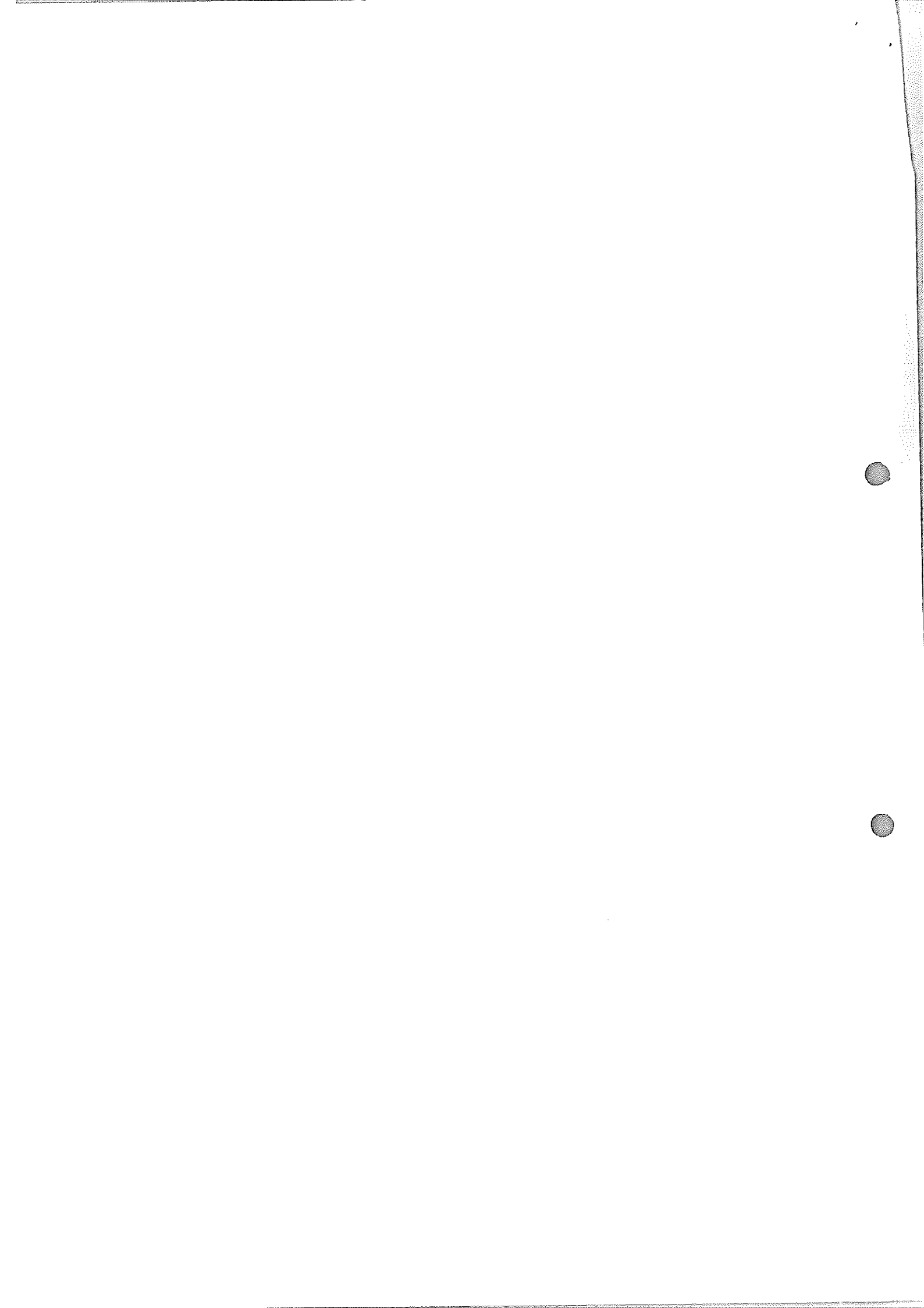
1. This examination paper consists of **TWO (2)** part : /
Kertas soalan ini mengandungi DUA (2) bahagian:

PART A (40 Marks) /
BAHAGIAN A (40 Markah)

PART B (60 Marks) /
BAHAGIAN B (60 Markah)
2. Candidates are not allowed to bring any material to examination room except with the permission from the invigilator.
Calon tidak dibenarkan untuk membawa sebarang bahan/nota ke bilik peperiksaan tanpa arahan/kebenaran daripada pengawas.
3. Please check to make sure that this examination pack consists of: /
Pastikan kertas soalan peperiksaan ini mengandungi:
 - i. Question Paper /
Kertas Soalan
 - ii. Answering Booklet /
Buku Jawapan
 - ii. Objective Answer Paper/
Kertas jawapan objektif

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JANGAN BUKA KERTAS SOALAN INI SEHINGGA DIBERITAHU**

This examination paper consists of 17 printed pages including front page
Kertas soalan ini mengandungi 17 muka surat termasuk kulit hadapan



PART A/ BAHAGIAN A

This part contains of **TWENTY(20)** questions. Answer **ALL** question in the Objective Answer Paper.

*Bahagian ini mempunyai **DUA PULUH (20)** soalan. Jawab **SEMUA** soalan sahaja di dalam Kertas Jawapan Objektif.*

1. What is the purpose of human resource planning?
- A Control wages and salaries.
 - B Monitor employee productivity.
 - C Produce competent employees.
 - D Replacing employee who have stopped working.

Apakah tujuan perancangan sumber manusia?

- A Menggantikan pekerja yang telah berhenti.*
- B Mengawal upah dan gaji.*
- C Memantau produktiviti pekerja.*
- D Melahirkan pekerja yang kompeten.*

2. Which of the following is human resource planning activities?

- i. Demand forecasting.
- ii. Forecasting needs.
- iii. Job analysis.
- iv. Technological change.

- A i and ii
- B ii and iii
- C iii and iv
- D i and iv

Manakah antara berikut merupakan aktiviti perancangan sumber manusia?

- i. Ramalan permintaan.
- ii. Ramalan keperluan.
- iii. Analisis kerja.
- iv. Perubahan teknologi.

- A i dan ii
- B ii dan iii
- C iii dan iv
- D i dan iv

3. Which of the following pairs are related with external and internal factors to determine human resource planning?

	External factor	Internal factor
A	Company policies	Time zone
B	Level of technology	Job analysis
C	Business environment	Government policies
D	Human resource policies	Level of economic development

Manakah antara pasangan berikut berkaitan dengan faktor luaran dan dalaman dalam menentukan perancangan sumber manusia?

	Faktor luaran	Faktor dalaman
A	Polisi syarikat	Zon masa
B	Tahap teknologi	Analisis kerja
C	Persekitaran perniagaan	Polisi kerajaan
D	Polisi sumber manusia	Tahap pembangunan ekonomi

4. Which of the following is an example of development in human resources?

- A Sewing courses.
- B Cake making courses.
- C Public speaking class.
- D Machine repair courses.

Antara berikut yang manakah merupakan contoh kepada pembangunan dalam sumber manusia?

- A *Kursus jahitan.*
- B *Kursus membuat kek.*
- C *Kelas pengucapan awam.*
- D *Kursus membaiki mesin.*

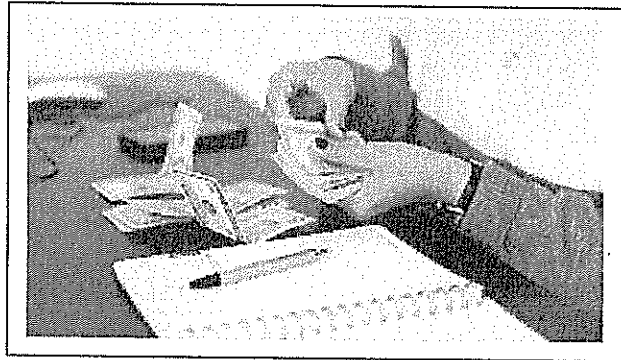
5. Who is involved in human resource planning?

- A A colleague.
- B An employee only.
- C A management only.
- D All of departments and units

Siapakah yang terlibat dalam membuat perancangan sumber manusia?

- A *Rakan sekerja.*
- B *Pekerja bawahan sahaja.*
- C *Pihak pengurusan sahaja.*
- D *Semua bahagian dan unit.*

6. The following picture is a factor involved in investment in human resource development and employee performance.

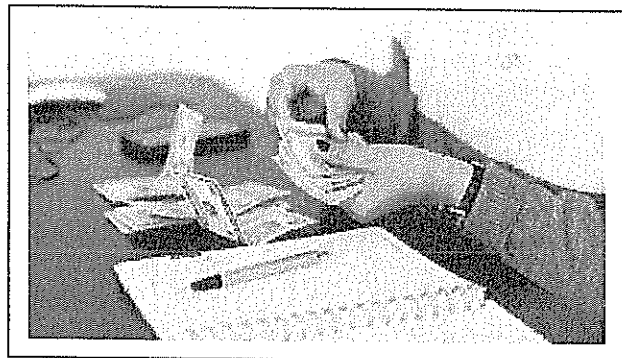


Picture 1

What are the factors involved based on the picture above?

- A Rewards.
- B Development.
- C Compensation.
- D Carer planning.

Gambar berikut merupakan satu faktor yang terlibat dalam pelaburan pembangunan sumber manusia dan prestasi pekerja.



Gambar 1

Apakah faktor yang terlibat berdasarkan gambar di atas?

- A Ganjaran.
- B Pembangunan.
- C Pampasan.
- D Perancangan kerjaya.

7. What is the impact of human resource planning strategy in an organization?

- A Changes in the labour market.
- B Changes in time management.
- C Changes in wages and salaries.
- D Changes in succession planning.

Apakah kesan strategi perancangan sumber manusia dalam organisasi?

- A Perubahan dalam pasaran kerja.
- B Perubahan dalam pengurusan masa.
- C Perubahan dalam upah dan gaji.
- D Perubahan perancangan penggantian.

8. Arrange the following process of human resource planning strategy **accordingly**.

L	-	Designing the human resource management system.
M	-	Investing in human resource development and performance.
N	-	Setting the strategic direction.
O	-	Generating the required human resources in an organization.
P	-	Planning the total workforce.
Q	-	Assessing and sustaining organizational competence and performance.

- A L, P, N, O, M, Q
- B N, L, P, O, M, Q
- C M, Q, L, N, O, P
- D O, L, M, Q, N, P

Susun proses strategi perancangan sumber manusia berikut dengan betul.

- L* - *Mereka bentuk sistem pengurusan sumber manusia.*
- M* - *Melabur dalam pembangunan dan prestasi sumber manusia.*
- N* - *Menetapkan hala tuju strategik.*
- O* - *Menjana keperluan sumber manusia yang diperlukan dalam organisasi.*
- P* - *Merancang jumlah tenaga kerja.*
- Q* - *Menilai dan mengekalkan kecekapan dan prestasi organisasi*

- A L, P, N, O, M, Q*
- B N, L, P, O, M, Q*
- C M, Q, L, N, O, P*
- D O, L, M, Q, N, P*

9. What factors do organizations use to analyze the external labor market?

- A Economics.*
- B Religion.*
- C Gender.*
- D Income.*

Apakah faktor yang digunakan oleh organisasi untuk menganalisis pasaran buruh luar?

- A Ekonomi.*
- B Agama.*
- C Jantina.*
- D Pendapatan.*

10. What are the benefits if employers use a computer skills inventory?

- i. Work becomes easy and fast.
- ii. Suitable for companies with many employees.
- iii. Assist in recruitment activities.
- iv. It is easy for employees to access their own information

- A i and ii
- B ii and iii
- C iii and iv
- D i and iv

Apakah kebaikan yang diperolehi sekiranya majikan menggunakan inventori kemahiran komputer?

- i. Kerja menjadi mudah dan cepat.*
- ii. Sesuai digunakan untuk syarikat yang mempunyai pekerja yang ramai.*
- iii. Membantu dalam aktiviti pengambilan.*
- iv. Mudah untuk pekerja akses maklumat diri mereka sendiri.*

- A i dan ii*
- B ii dan iii*
- C iii dan iv*
- D i dan iv*

11. Ahmad would like to forecast the human resource requirements for the Ayam Madu Sdn. Bhd. For this reason, Ahmad has made a comparison of human resource requirements based on the financial statements for the last five years.

What method did Ahmad use?

- A Trend analysis.
- B Ratio analysis.
- C Delphi method.
- D Nominal method.

Ahmad hendak meramal keperluan sumber manusia bagi Ayam Madu Sdn. Bhd. Oleh kerana itu, Ahmad telah membuat perbandingan keperluan sumber manusia berdasarkan penyata kewangan lima tahun lepas. Apakah kaedah yang telah digunakan oleh Ahmad?

- A Analisis trend.
- B Analisis nisbah.
- C Kaedah delphi.
- D Kaedah nominal.

12. Choose the **right** combination for the qualitative method based on the following information.

	TYPE OF METHOD	SITUATION
A	Nominal method	Executives and managers are involved in decision making.
B	Method of executive opinion	Department managers are experts in the organization's workforce needs.
C	Management forecasting method	Employees at Alpha Company are asked to generate ideas to solve problems through group discussions.
D	Delphi method	A nuclear expert was asked to help in making the decision.

Berdasarkan maklumat berikut, pilih kombinasi yang betul tentang kaedah kualitatif.

	JENIS KAEDAH	SITUASI
A	Kaedah nominal	Eksekutif dan pengurus terlibat dalam membuat keputusan.
B	Kaedah pendapat eksekutif	Pengurus jabatan merupakan pakar dalam keperluan tenaga kerja organisasi.
C	Kaedah ramalan pengurusan	Pekerja di Syarikat Alpha diminta menjana idea untuk menyelesaikan masalah melalui perbincangan kumpulan.
D	Kaedah delphi	Seorang pakar nuklear diminta membantu dalam membuat keputusan.

13. Which of the following best describes the job analysis?

- A Designing a job description.
- B Help employee recruitment.
- C Coordinating organizational output.
- D Provides information about tasks and standards.

Antara berikut, yang manakah paling tepat menerangkan tentang analisis kerja?

- A Mereka bentuk deskripsi tugas
- B Membantu merekrut pekerja.
- C Mengkoordinasi output organisasi.
- D Menyediakan maklumat tentang tugas dan piawai.

14. How do managers obtain job analysis data when using the interview method?

- i. Structured interview.
- ii. Panel interview.
- iii. Individual interview.
- iv. Group interview.

- A i and ii
- B ii and iii
- C iii and iv
- D i and iv

Bagaimanakah pengurus mendapatkan data analisis kerja sekiranya pengurus menggunakan kaedah temu duga?

- i. Temu duga berstruktur.*
- ii. Temu duga berpanel.*
- iii. Temu duga individu.*
- iv. Temu duga kumpulan.*

- A i dan ii*
- B ii dan iii*
- C iii dan iv*
- D i dan iv*

15. Which of the following terms is **not** associated with job analysis?

- A Task.
- B Duty.
- C Position.
- D Competitor.

Manakah antara istilah berikut *tidak* berkaitan dengan analisis kerja?

- A Tugas.
- B Tanggungjawab.
- C Kedudukan.
- D Pesaing.

16. _____ is the process of advising employees on setting career goals and helping them finding appropriate career paths.

- A Career planning
- B Career counselling
- C Career development
- D Career management

_____ ialah proses menasihati pekerja tentang penetapan matlamat kerjaya dan membantu mereka mencari laluan kerjaya yang sesuai.

- A Perancangan Kerjaya
- B Kaunseling kerjaya
- C Pembangunan kerjaya
- D Pengurusan kerjaya

17. The following information is related to succession planning steps.

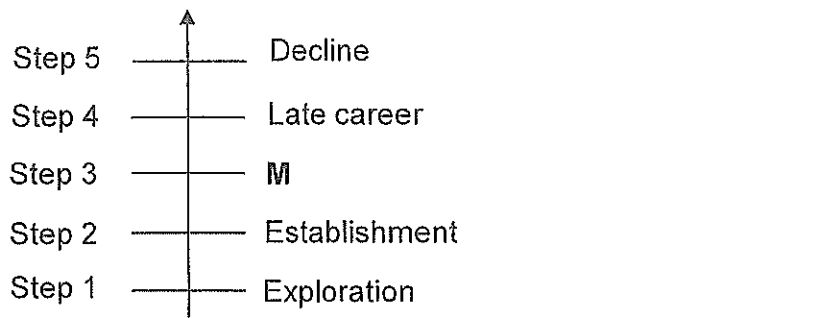
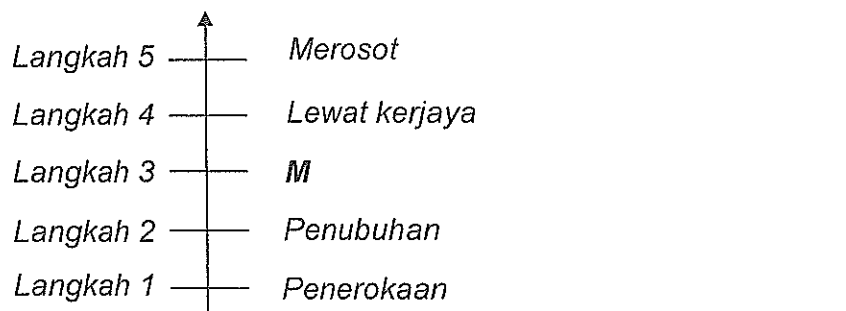


Diagram 1

M represent

- A Mid-career.
- B Target career.
- C Measure result.
- D Management support.

Maklumat berikut adalah berkaitan dengan langkah-langkah perancangan penggantian.



Rajah 1

M mewakili

- A Pertengahan kerjaya.
- B Sasaran kerjaya.
- C Ukuran hasil.
- D Sokongan pengurusan.

18. Which of the following is an example of an individual assessment?

- i. Able to type 50 words per minutes.
- ii. Requires Microsoft Advanced courses.
- iii. Healthy body.
- iv. Achieve sales of RM1 million per month.

- A i and ii
- B ii and iii
- C iii and iv
- D i and iv

Manakah antara berikut merupakan contoh untuk penilaian individu?

- i. Mampu menaip 50 patah perkataan seminit.*
- ii. Memerlukan kursus Microsoft Advanced.*
- iii. Sihat tubuh badan.*
- iv. Mencapai jualan RM1 juta sebulan.*

- A i dan ii*
- B ii dan iii*
- C iii dan iv*
- D i dan iv*

19. What type of downsizing is involved when the employer focuses more on downsizing locations?

- A Region downsizing.
- B District downsizing.
- C Geographic downsizing.
- D Business-based downsizing.

Apakah jenis pengecilan yang terlibat sekiranya majikan lebih fokus kepada lokasi pengecilan?

- A Pengecilan wilayah.*
- B Pengecilan daerah.*
- C Pengecilan geografi.*
- D Pengecilan berasaskan perniagaan.*

20. AMN Company Sdn. Bhd. in the process of layoff. What can be done to prevent this layoff from taking place?

- i. Freezing of recruitment activities.
- ii. Terminate the employee contract.
- iii. Create other alternatives.
- iv. Unpaid leave.

- A i and ii
- B ii and iii
- C iii and iv
- D i and iv

Syarikat AMN Sdn. Bhd. dalam proses pemberhentian kerja. Bagi mengelakkan perkara ini berlaku, apakah yang boleh dilakukan oleh syarikat untuk mengelakkan pemberhentian kerja ini?

- i. Pembekuan aktiviti pengambilan.*
- ii. Menamatkan kontrak pekerja.*
- iii. Mewujudkan alternatif yang lain.*
- iv. Cuti tanpa gaji.*

- A i dan ii
- B ii dan iii
- C iii dan iv
- D i dan iv

[40 MARKS / MARKAH]

PART B/ BAHAGIAN B

This part contains of **THREE (3)** questions. Answer **ALL** question in the Answering Booklet.

*Bahagian ini mempunyai **TIGA (3)** soalan. Jawab **SEMUA** soalan sahaja di dalam Buku Jawapan.*

QUESTION 1 / SOALAN 1

a) Explain the **five (5)** purposes of performing job analysis.

(10 marks / markah)

b) Laut Biru Sdn. Bhd. would like to advertise a vacancy for the position of Administrative Clerk. You have been required to provide the information below for the position.

- i. **Six (6)** job descriptions as an administrative clerk.
- ii. **Four (4)** job specifications as an administrative clerk.

(10 marks / markah)

a) Terangkan **lima (5)** tujuan melaksanakan analisis kerja.

b) *Laut Biru Sdn. Bhd. hendak mengiklan jawatan kosong bagi jawatan Kerani Pentadbiran. Anda telah diminta untuk menyediakan maklumat di bawah bagi jawatan berkenaan.*

- i. **Enam (6)** deskripsi tugas sebagai kerani pentadbiran
- ii. **Empat (4)** spesifikasi tugas sebagai kerani pentadbiran

QUESTION 2 / SOALAN 2

a) Explain the feature of career.

(8 marks / markah)

b) Distinguish between career planning and succession planning.

(12 marks / markah)

a) *Terangkan ciri-ciri kerjaya.*

b) *Bezakan antara perancangan kerjaya dengan perancangan penggantian.*

QUESTION 3 / SOALAN 3

a) Explain any five (5) types of downsizing.

(10 marks / markah)

b) How can you downsize efficiently without causing any problems?

(10 marks / markah)

a) *Jelaskan mana-mana lima (5) jenis pengecilan.*

b) *Bagaimanakah anda boleh melakukan pengecilan tanpa menyebabkan sebarang masalah?*

[60 MARKS / MARKAH]

END OF QUESTION PAPER/ KERTAS SOALAN TAMAT



