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**KOLEJ YAYASAN PELAJARAN JOHOR  
FINAL EXAMINATION**

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**COURSE NAME : HUMAN RESOURCE PLANNING**  
**COURSE CODE : DHR1103**  
**EXAMINATION : JANUARY 2024**  
**DURATION : 3 HOURS**

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**INSTRUCTION TO CANDIDATES /  
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1. This examination paper consists of **TWO (2)** part : / PART A (40 Marks) /  
*Kertas soalan ini mengandungi DUA (2) bahagian:* BAHAGIAN A (40 Markah)  
  
PART B (60 Marks) /  
BAHAGIAN B (60 Markah)
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*Pastikan kertas soalan peperiksaan ini mengandungi:*
  - i. Question Paper /  
*Kertas Soalan.*
  - ii. Answering Booklet /  
*Buku Jawapan.*
  - ii. Objective Answer Paper/  
*Kertas jawapan objektif.*

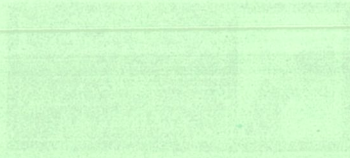
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This examination paper consists of 17 printed pages including front page  
*Kertas soalan ini mengandungi 17 muka surat termasuk kulit hadapan*





KOLEJ YAYASAN BELIA JOHOR  
FINAL EXAMINATION

COURSE NAME : HUMAN RESOURCE PLANNING  
COURSE CODE : HRM101  
EXAMINATION : JANUARY 2024  
DURATION : 2 HOURS

INSTRUCTION TO CANDIDATE  
ASAHAN KEMAHALAM

1. The examination paper consists of TWO (2) parts.  
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.  
Candidates must bring their own writing materials to the examination room.  
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3. Please check to make sure that the examination paper consists of 10 pages including the cover page.  
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4. Answering Booklet  
Answer Paper  
Objective Answer Paper

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The examination paper consists of 10 pages including the cover page.  
If you find any discrepancy, please report it to the invigilator immediately.

**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. Why human resource planning is important in an organization?

- A Replacing employees who have quit.
- B Forecasting labour demand.
- C Forecasting labour needs.
- D Job analysis.

*Mengapakah perancangan sumber manusia diperlukan dalam organisasi?*

- A Menggantikan pekerja yang telah berhenti.
- B Meramal permintaan tenaga kerja
- C Meramal keperluan tenaga kerja.
- D Analisis kerja.

2. Which of the following is the internal factor in determining human resource planning?

- i. Economic.
- ii. Company policies.
- iii. Government policies.
- iv. Human resource policies.

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

*Manakah antara berikut merupakan faktor dalaman dalam menentukan perancangan sumber manusia?*

- i. Ekonomi.*
- ii. Polisi syarikat.*
- iii. Polisi kerajaan.*
- iv. Polisi sumber manusia.*

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

**3.** Which of the following is an example of a company policy?

- A** Fighting the Drug Phenomenon.
- B** Protecting critical national assets.
- C** The company will enforce all anti-corruption laws in all departments.
- D** The company needs to improve the Governance and Integrity Agency.

*Manakah antara berikut merupakan contoh kepada polisi syarikat?*

- A** *Memerangi gejala dadah.*
- B** *Melindungi aset kritikal negara.*
- C** *Syarikat akan menguatkuasakan semua undang-undang berkaitan antirasuah di seluruh jabatan.*
- D** *Syarikat perlu meningkatkan Tadbir Urus dan Integriti Agensi.*

4. The information provided is related to demand forecasting techniques of human resource.

Encik Khairul (Economic Expert) : Considering the uncertain exchange rate of the Malaysia Ringgit, I recommend that company ABX does not need to proceed with hiring new employees. This is to avoid unnecessary cost wastage.

Encik Halim (HR Specialist) : True, but over the course of five years, the existing workforce is unable to consistently generate output throughout the year.

#### Dialogue 1

Which technique is suitable for the dialogue above?

- A Delphi technique.
- B Work study method.
- C Ratio-trend analysis.
- D Market survey method.

*Maklumat berikut berkaitan dengan teknik ramalan permintaan sumber manusia.*

*Encik Khairul (Pakar Ekonomi) : Memandangkan kadar nilai tukaran Ringgit Malaysia yang tidak menyakinkan, saya mencadangkan agar syarikat ABX tidak perlu mengambil pekerja. Ini bagi mengelakkan pembaziran kos.*

*Encik Halim (Pakar Sumber Manusia) : Betul, tetapi dalam tempoh lima tahun, sumber tenaga kerja yang sedia ada tidak mampu untuk mengeluarkan output yang tinggi sepanjang tahun.*

#### Dialog 1



Apakah teknik yang bersesuaian dengan dialog di atas?

- A Teknik Delphi.
- B Teknik kajian kerja.
- C Analisis trend nisbah.
- D Kaedah kajian pasaran.

5. Aminah feels very disappointed with the top management that still refuses to accept her proposal for using e-recruitment methods in hiring employees. What is the reason for the management's rejection of Aminah's proposal **except**
- A Expensive hiring process.
  - B The management is not ready for change.
  - C Conservative attitude among the management.
  - D Lack of willingness to compromise by the management.

Aminah berasa sangat kecewa dengan pengurusan atasan yang masih tidak mahu menerima cadangannya dalam pengambilan pekerja dengan menggunakan kaedah e-pengambilan. Apakah yang menyebabkan pihak pengurusan menolak cadangan Aminah **kecuali**

- A Proses pengambilan yang mahal.
  - B Pihak pengurusan tidak bersedia dengan perubahan.
  - C Sikap konservatif dalam kalangan pengurusan.
  - D Pengurusan tiada sikap tolak ansur.
6. Development is also known as
- A training and skill.
  - B learnership strategy.
  - C evaluate of knowledge.
  - D performance management.

Pembangunan juga dikenali sebagai

- A latihan dan kemahiran.
- B strategi pembelajaran.
- C penilaian pengetahuan.
- D pengurusan prestasi.

7.

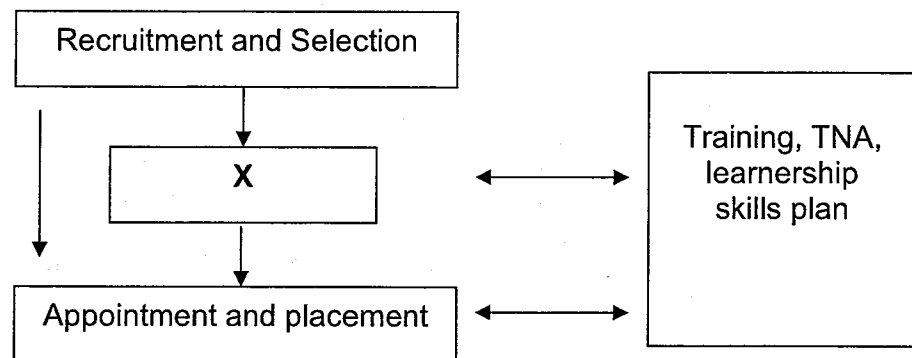
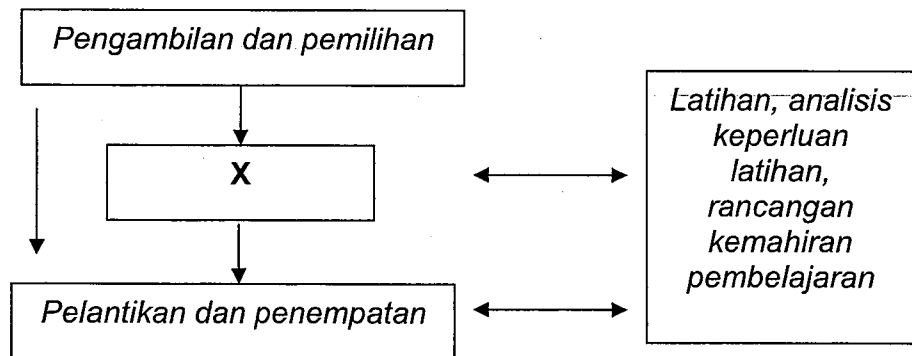


Diagram 1

X represents

- A job description.
- B career planning.
- C job specification.
- D job classification.

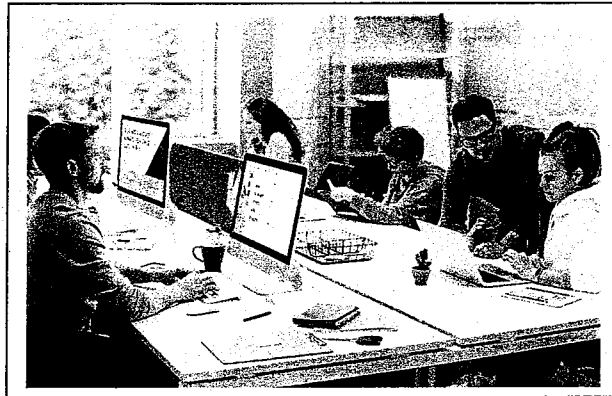


Rajah 1

X mewakili

- A deskripsi kerja.
- B perancangan kerjaya.
- C spesifikasi kerja.
- D klasifikasi kerja.

8.



Picture 1

The picture above is a human resource planning strategy that will add value to the organization. Which human resource planning strategy is suitable for the picture above?

- A Learning.
- B Retention.
- C Succession planning.
- D Workforce skill plans.



Gambar 1

Gambar 1 adalah strategi perancangan sumber manusia yang akan menambah nilai kepada organisasi. Apakah strategi perancangan sumber manusia yang bersesuaian dengan gambar di atas?

- A Pembelajaran.
- B Pengekalan.
- C Perancangan penggantian.
- D Rancangan kemahiran sumber manusia.



9. Transition analysis is also known as

- A scatter plot.
- B the Markov model.
- C replacement chart.
- D market survey method.

*Analisis transisi juga dikenali sebagai*

- A gambar rajah serakan.*
- B model Markov.*
- C carta pengantian.*
- D kaedah kajian pasaran.*

10. What is the meaning of labor demand forecasting?

- A Predicting current employee needs.
- B The workforce development activities.
- C Perform the workforce activities laid out in the plan.
- D The workforce capacity and capability we need to achieve organisational goals.

*Apakah maksud meramal permintaan tenaga kerja?*

- A Meramal keperluan pekerja semasa.*
- B Aktiviti pembangunan tenaga kerja.*
- C Melaksanakan aktiviti tenaga kerja yang tercatat dalam perancangan.*
- D Kemampuan dan keupayaan tenaga kerja yang diperlukan untuk mencapai matlamat organisasi.*

11. The following information represents the market share percentages for cupcakes for the year 2022 and 2023?

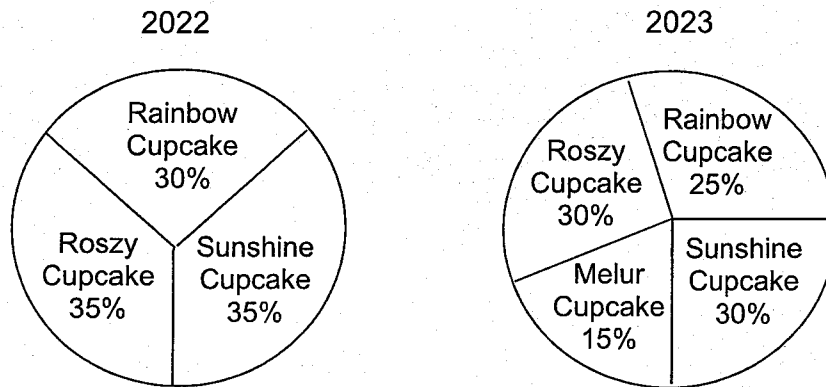
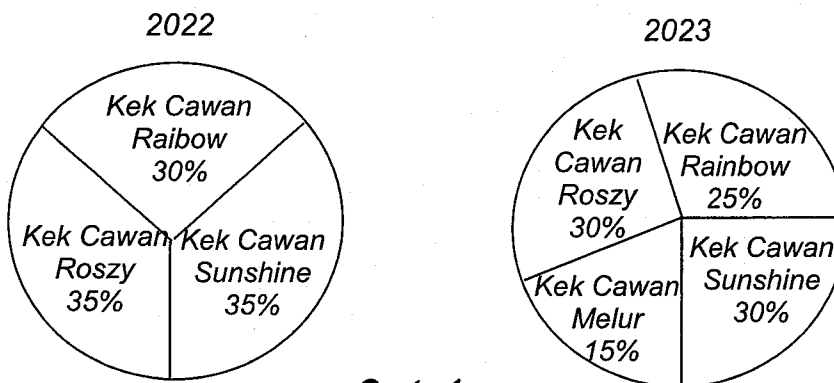


Chart 1

Based on chart 1, what is your conclusion?

- A A service forecast.
- B Seasonal forecast.
- C Competition base forecast.
- D Development activities forecast.

Maklumat berikut merupakan peratus sasaran pasaran bagi kek cawan untuk tahun 2022 dan 2023.



Carta 1

Berdasarkan carta 1, apakah kesimpulan anda?

- A Ramalan perkhidmatan.
- B Ramalan bermusim.
- C Ramalan berasaskan persaingan.
- D Ramalan aktiviti pembangunan.

12.

Encik Fazli owns a manufacturing business and has three employees. Sales revenue over the past five years (2018 to 2023) has increased from 30% to 60%. Therefore, he plans to hire two more employees to further increase sales in 2024.

**Statement 1**

Based on statement 1, what method of human resource demand forecasting is used by Encik Fazli?

- A Nominal method.
- B Ratio analysis method.
- C Trend analysis method.
- D Executive opinion method.

*Encik Fazli memiliki sebuah perniagaan pembuatan dan mempunyai tiga orang pekerja. Hasil jualan dalam tempoh lima tahun (2018 sehingga 2023) mempunyai peningkatan dari 30% kepada 60%. Oleh kerana itu, beliau bercadang untuk menambah dua orang pekerja bagi meningkatkan lagi hasil jualan pada tahun 2024.*

**Pernyataan 1**

Berdasarkan pernyataan 1, apakah kaedah ramalan keperluan sumber manusia yang digunakan oleh Encik Fazli?

- A Kaedah nominal.
- B Kaedah analisis nisbah.
- C Kaedah analisis trend.
- D Kaedah pendapat eksekutif.

13. How many types of interviews can an organization use to collect data analysis?

- A 2
- B 3
- C 4
- D 5



Berapakah jenis temu duga yang boleh digunakan oleh organisasi untuk mengumpul data analisis?

- A 2
- B 3
- C 4
- D 5

14. Which of the following is **not included** in job analysis methods?

- A Interview.
- B Survey.
- C Observation.
- D Discussion and brainstorming of ideas.

Manakah antara berikut, **tidak** termasuk dalam kaedah analisis kerja?.

- A Temu duga.
- B Soal selidik.
- C Pemerhatian.
- D Perbincangan dan percambahan-idea.

15. Choose the **correct** pair about the job descriptions.

	<b>Jobs Description</b>	<b>Example of activities</b>
A	Working condition	Working hours from 8:30 am until 5:30 pm.
B	Emotional	Proficient in Ms Office applications (words and excel).
C	Skills	Possess own transport and willing to travel
D	Job tittle	Able to work in stressful conditions.

Pilih pasangan yang **betul** tentang deskripsi tugas..

	<b>Deskripsi kerja</b>	<b>Contoh aktiviti</b>
<b>A</b>	<i>Keadaan kerja</i>	<i>Jam bekerja 8:30 pagi hingga 5:30 petang</i>
<b>B</b>	<i>Emosi</i>	<i>Mahir dalam aplikasi Ms Office (Word dan Excel).</i>
<b>C</b>	<i>Kemahiran</i>	<i>Memiliki kenderaan sendiri dan bersedia untuk bergerak ke mana-mana.</i>
<b>D</b>	<i>Nama Jawatan</i>	<i>Boleh bekerja dalam keadaan stres.</i>

16. \_\_\_\_\_ is the process where someone choose their career in achieving those goals.

- A Career path
- B Career cycle
- C Career planning
- D Career progression

\_\_\_\_\_ adalah proses apabila di mana seseorang memilih matlamat kerjaya dan berusaha ke arah mencapai matlamat tersebut.

- A Laluan kerjaya
- B Kitaran kerjaya
- C Perancangan kerjaya
- D Kemajuan kerjaya

17. The estimated age range for employees typically in the mid-career stage is

- A between the ages of 23 to 50 years.
- B between the ages of 30 to 40 years.
- C between the ages of 35 to 50 years.
- D between the ages of 40 to 65 years.

*Julat umur yang dianggarkan bagi pekerja yang biasanya berada dalam peringkat pertengahan kerjaya adalah*

- A antara umur 23 hingga 50 tahun.*
- B antara umur 30 hingga 40 tahun.*
- C antara umur 35 hingga 50 tahun.*
- D antara umur 40 hingga 65 tahun.*

18.

- The company Red Purple is in the process of selecting a successor to continue the family business legacy.
- Red Purple provides opportunities for their children to pursue higher education in business administration.
- After graduating, the children are expected to take over the management of the company.

**Statement 2**

What is the plan used by the Red Purple Company?

- A Career planning.
- B Career development.
- C Succession planning.
- D Organizational assessment.



- *Syarikat Red Purple dalam menentukan pewaris untuk meneruskan legasi perniagaan keluarga.*
- *Syarikat Red Purple menyediakan peluang melanjutkan pengajian ke peringkat yang lebih tinggi kepada anak-anaknya tentang proses pentadbiran perniagaan.*
- *Selepas tamat pengajian, anak-anak diminta untuk mengambil alih pengurusan syarikat.*

**Pernyataan 1**

*Apakah perancangan yang digunakan oleh Syarikat Red Purple?*

- A** *Perancangan kerjaya.*
- B** *Pembangunan kerjaya.*
- C** *Perancangan penggantian.*
- D** *Penilaian organisasi.*

**19.** What is the definition of dysfunctional turnover?

- A** Written or verbal resignation.
- B** The departure of poor performers.
- C** The performer worker voluntary to resign for the better offers.
- D** Turnover that an employer could have prevented by addressing its root cause.

*Apakah definisi lantik henti tidak berfungsi?*

- A** *Peletakan jawatan secara bertulis atau lisan.*
- B** *Pemergian pekerja yang berprestasi rendah.*
- C** *Berhentinya pekerja yang cemerlang kerana mendapat tawaran pekerjaan yang lebih baik.*
- D** *Lantik henti pekerja yang boleh dihalang oleh majikan dengan menangani puncanya.*

20. What should the employer do if Mr. Khuzairi still commits repeated disciplinary offences, even though a warning letter has been issued to him?

- i. Discharge.
- ii. A written warning.
- iii. Suspension from work.
- iv. Termination of contract without notice.

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

*Apakah yang perlu dilakukan oleh pihak majikan sekiranya Encik Khuzairi masih lagi melakukan kesalahan tata tertib berulang kali, walaupun surat amaran telah dikeluarkan kepadanya?*

- i. Pembuangan kerja.*
- ii. Amaran bertulis.*
- iii. Gantung daripada pekerjaan.*
- iv. Penamatan kontrak tanpa notis.*

- A i dan ii  
B i dan iii  
C iii dan iv  
D ii 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)** benefits of using job analysis in an organization.

**( 10 marks / markah)**

b) Describe **five (5)** pieces of information that should be included in the job description.

**( 10 marks / markah)**

*a) Terangkan **lima (5)** kebaikan menggunakan analisis kerja dalam organisasi.*

*b) Huraikan **lima (5)** maklumat yang perlu ada dalam diskripsi kerja.*

**QUESTION 2 / SOALAN 2**

a) Explain the following:

- i. Career progression
- ii. Career paths
- iii. Career cycle
- iv. Career counseling
- v. Career management

**( 10 marks / markah)**

b) Explain the benefits of the career development system to employees.

**( 10 marks / markah)**



- a) *Jelaskan perkara berikut:*
- i. *Kemajuan kerjaya.*
  - ii. *Laluan kerjaya.*
  - iii. *Kitaran kerjaya.*
  - iv. *Kaunseling kerjaya.*
  - v. *Pengurusan kerjaya.*

b) *Jelaskan faedah-faedah sistem pembangunan kerjaya kepada pekerja.*

### QUESTION 3 / SOALAN 3

a) Explain any **four (4)** types of turnover.

( 10 marks / markah)

b) Suggest **five (5)** ways that an organization can consider in implementing downsizing.

( 10 marks / markah)

a) *Jelaskan mana-mana empat (4) jenis pengecilan.*

b) *Cadangkan lima (5) cara yang boleh difikirkan oleh pihak organisasi untuk melaksanakan pengecilan.*

[60 MARKS / MARKAH]

END OF QUESTION PAPER/ KERTAS SOALAN TAMAT

