



SCHOOL OF HOSPITALITY AND TOURISM  
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FINAL EXAMINATION  
SEMESTER JUNE 2015

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COURSE	:	HUMAN RESOURCES MANAGEMENT
COURSE CODE	:	HHR 7173
TIME / DURATION	:	9.00 AM – 12.00 PM (3 HOURS)
DATE	:	5 OGOS 2015

**INSTRUCTION TO CANDIDATES**

1. This examination paper consists of **THREE (3) PARTS**:  
PART A (20 MARKS)  
PART B (20 MARKS)  
PART C (30 MARKS)  
PART D (30 MARKS)
2. Answer **ALL** questions for Part A, Part B and Part C. Answer **THREE (3)** questions only for Part D.
3. Candidates are not allowed to bring any material to examination room **EXCEPT** with the permission from invigilator.
4. Please check to make sure that this examination pack consist of:
  - i. Question paper
  - ii. OMR form
  - iii. Answering Booklet

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DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO

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*This examination paper consists of 10 printed pages including front page.*



## SECTION A (Total: 20 marks)

## MATCHING

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

SHIFT WORK	VOLUNTARY SEPARATION SCHEME	REST DAY	FRUSTRATION OF CONTRACT	PERSONAL PROTECTIVE EQUIPMENT
MISCONDUCT	RESIGNATION	ACCIDENTS	RETRENCHMENT	OVERTIME
GENERAL STRIKES	REWARDS	BONUS	TELE MARKETING	MATERNITY LEAVE
REDUNDANCY	EMPLOYEES PROVIDENT FUND	ALLOWANCES	RETIREMENT	CONSTRUCTIVE DISMISSAL
GRIEVANCE	SALARY INCREASE	TERMINATION OF PROBATIONERS	INDUSTRIAL RELATIONS	WILDCAT STRIKES
PART-TIME	UNIONS	PUBLIC HOLIDAYS	SYMPATHY STRIKE	FLEXTIME

1. The Employment Act stipulates that all workers are entitled to at least one \_\_\_\_\_ per week.
2. \_\_\_\_\_ involves hours of work, which include hours outside the 'normal' or traditional 8 to 4, or 9 to 5 pattern.
3. A \_\_\_\_\_ is a system of working hours where the starting and stopping times are decided by the individual worker within a number of limitations set by the employer.
4. A \_\_\_\_\_ worker can be either temporary or permanent, but must be working less than the normal working hours.
5. The law provides that every female employee is entitled to \_\_\_\_\_ for a period of not less than 60 days for every confinement.
6. Section 60 entitles all workers covered by the Employment Act to a minimum of 10 paid gazetted \_\_\_\_\_ per year.
7. A \_\_\_\_\_ is a lump sum of money awarded for outstanding performance in any activity the organization wants to encourage.

8. The purpose of the \_\_\_\_\_ is to ensure that every worker has sufficient funds to sustain him once he has retired.
9. Workplace \_\_\_\_\_ lead to increased organizational cost, lowered output, lowered morale of employees and negative publicity.
10. \_\_\_\_\_ refers to equipment provided to employees to protect them from dangerous machines and substances at the workplace.
11. A \_\_\_\_\_ encourages workers to resign or retire early.
12. \_\_\_\_\_ is a relatively rare situation in which an external event beyond the control of either party to the contract makes the contract impossible to fulfil.
13. \_\_\_\_\_ may be defined as any act or omission inconsistent with the fulfilment of the express or implied terms of the contract of employment.
14. \_\_\_\_\_ is the termination of an employee's service because he has become redundant.
15. Before \_\_\_\_\_ employees must give written notice of their intention to do so as required by their contract of employment.
16. \_\_\_\_\_ is a formal complaint filed by an employee with his supervisor or other manager and its not always caused by factual situation.
17. \_\_\_\_\_ usually refers to the relationship between an employer and his employees, particularly when the latter are members of a trade union.
18. Workers join \_\_\_\_\_ because they realize that collectively they will be in a position to push for higher wages and better terms of employment.
19. \_\_\_\_\_ is a strike which does not follow the prescribed procedures.
20. \_\_\_\_\_ is a strike involving a wide variety of workers from different industries, initiated for political reasons, aim at harming the government in power.

**SECTION B (Total: 20 marks)****MULTIPLE CHOICE QUESTIONS****INSTRUCTION : Answer ALL questions.****Please use the OMR sheet provided.**

1. The \_\_\_\_\_ not only lays down maximum working hours per week but it also stipulates that all workers are entitled to at least one rest day per week
  - A. Workman's Compensation Act 1952
  - B. Trade Unions Act 1959
  - C. Wages Councils Act 1947
  - D. Employment Act 1955
  
2. What are factors to be taken into consideration when choosing a working hours system?
  - A. An excessive man power
  - B. Its a company philosophy
  - C. Legal constraints
  - D. Difficulty in recruiting additional workers
  
3. The term where an individual workers can decide their starting and stopping times within a number of limitations set by employer is \_\_\_\_\_.
  - A. Shift work
  - B. Excessive overtime
  - C. Flexitime
  - D. Job sharing
  
4. Working several hours early in the morning, having time off and then continuing the same shift later in the day is referred as \_\_\_\_\_.
  - A. Double-day shifts
  - B. Split shift
  - C. Three-shift work
  - D. Rotating and permanent shifts



5. \_\_\_\_\_ are usually tied to a worker's performance on the job and are used as a motivational tool to encourage high levels of performance.
- A. Benefits
  - B. Rewards
  - C. Compensation
  - D. Basic wages
6. Maternity protection is categorized in \_\_\_\_\_.
- A. Financial Rewards
  - B. Non - Financial Rewards
  - C. Statutory Benefits
  - D. Non – Statutory Benefits
7. A lump of money awarded for outstanding performance in any activity which the organization wants to encourage is referred to \_\_\_\_\_.
- A. Commissions
  - B. Salary Increases
  - C. Bonus
  - D. Allowances
8. What is the objective of the Social Security Act?
- A. Calculated based on the employee's last drawn pay and his number of year's service
  - B. Provide employees with compensation and financial benefits should they be involved in an accident at work or contract an occupational disease
  - C. To ensure that every workers has sufficient funds to sustain him once he has retired
  - D. As a form of compulsory savings system for workers so that they and their families would not be impoverished
9. The following answers may caused of accidents at work **EXCEPT**
- A. Moral causes
  - B. Environmental causes
  - C. Human causes
  - D. Technical causes

10. Radiation, infection, use of toxic substances and extreme temperatures are \_\_\_\_\_.
- A. Caused of accidents
  - B. Common health hazards at work
  - C. Impact or severity of accidents
  - D. Consequences of health hazards at work
11. Which one of the following answer is **NOT** include in safety policies?
- A. Statement of the organization's commitment to providing a safe and healthy workplace
  - B. Explanation of who is responsible for safety in the organization generally all employers at all levels must be made responsible for safety
  - C. Collection and analysis of hard data that available and useful recommendation be made on how to overcome problems
  - D. Description of any procedures or structures which exist to implement safe work practices
12. "Where particular people are held responsible for safety and health of the workforce, there tends to be a more systematic approach to the problem of promoting proper practice"  
The above statements is total commitment for safety program from \_\_\_\_\_.
- A. Senior management
  - B. Officers in-charge of safety
  - C. The role of individual workers
  - D. Subordinates and co workers
13. Which one of the following answer is **NOT TRUE** about Provision of Personal Protection Equipment (PPE)?
- A. PPE includes helmets and hard hats, goggles, ear muffs and full body suits
  - B. Wearing the PPE is an optional to the employee and its not compulsory
  - C. Consistently strict approach to safety requirements will help the employee's efforts to prevent accidents
  - D. Employers find that employees are very reluctant to wear the safety equipment provided to them

14. The procedures relating to claims of dismissal without just cause or excuse is provided for under the\_\_\_\_\_.
- A. The Trade Unions Act 1959
  - B. The Employment (Restriction) Act 1968
  - C. The Workman's Compensation Act 1952
  - D. Industrial Relation Act 1967
15. An employee has the right to voluntarily terminate their service with the organization. They may leave their own accord for a variety of reasons as following **EXCEPT**\_\_\_\_\_.
- A. An excessive of manpower
  - B. Personal reason
  - C. Intention to become self-employed
  - D. Desire to join another organization
16. Which one of the following could **NOT** cause redundancy?
- A. Changes in technology
  - B. Increased demand
  - C. Financial losses
  - D. Merges and organization restructuring
17. To the individual worker, loss of their job may mean\_\_\_\_\_.
- A. Lowered morale amongst remaining workers
  - B. Psychological stress
  - C. Loss of public confidence
  - D. High short-term expenditure
18. The Trade Union Act states that fellow who eligible to stand for election is\_\_\_\_\_.
- A. Malaysian citizen and foreigners
  - B. Those convicted of a criminal
  - C. Office-bearer or employee that not involved in any of a political party
  - D. Persons who are bankrupt



19. \_\_\_\_\_ is the weapon that could be used by employers as an industrial action.
- A. The strike
  - B. The lockout
  - C. The picket
  - D. The conciliation
20. Conciliation and arbitration are two main methods for \_\_\_\_\_.
- A. Industrial action
  - B. Collective bargaining process
  - C. Settling industrial disputes
  - D. Trade union

(20 marks)

## SECTION C (Total: 30 marks)

## SHORT ESSAY

**INSTRUCTION : Answer ALL questions. This section consists of SEVEN (7) questions.**

**Please use the answer booklet provided.**

## QUESTION 1

List down **FOUR (4)** reason why overtime may be necessary.

**(4 marks)**

## QUESTION 2

List down **THREE (3)** problems caused by excessive overtime.

**(3 marks)**

## QUESTION 3

List down **FOUR (4)** various benefits of flextime.

**(4 marks)**

## QUESTION 4

List down **FOUR (4)** consequences of accidents at work.

**(4 marks)**

## QUESTION 5

Draw a diagram of penalties in a progressive disciplinary system.

**(6 marks)**

## QUESTION 6

Unresolved grievances have their own effects. **Draw** a diagram of grievances effects.

**(6 marks)**

## QUESTION 7

List down **THREE (3)** actions to avoid retrenchment

**(3 marks)**

**SECTION D (Total: 30 marks)****LONG ESSAY****INSTRUCTION : Answer THREE (3) questions only from this section.****Please use the answer booklet provided.****QUESTION 1****Explain FIVE (5) factors which must be considered when designing a benefits scheme.****(10 marks)****QUESTION 2****Explain the FIVE (5) procedures for retrenchment.****(10 marks)****QUESTION 3****Explain the process of collective bargaining.****(10 marks)****QUESTION 4****Describe in detail the THREE (3) types of industrial action.****(10 marks)****QUESTION 5****They are TWO (2) main methods for settling industrial dispute. List and described that TWO (2) methods.****(10 marks)****END OF QUESTION PAPER**

