



**SCHOOL OF HOSPITALITY AND TOURISM
KOLEJ YAYASAN PELAJARAN JOHOR**

**FINAL EXAMINATION
SEMESTER JANUARY 2015**

| | | |
|------------------------|----------|------------------------------------|
| COURSE | : | HUMAN RESOURCES MANAGEMENT |
| COURSE CODE | : | HHR 7173 |
| TIME / DURATION | : | 2.00 PM – 5.00 PM (3 HOURS) |
| DATE | : | 11 MAY 2015 |

INSTRUCTION TO CANDIDATES

1. This examination paper consists of **FOUR (4) SECTIONS**:
 - PART A (20 Marks)
 - PART B (20 Marks)
 - PART C (30 Marks)
 - PART D (30 Marks)

2. Answer **ALL** questions in **Section A, B and C**. For **Section D**, answer **TWO (2)** questions only.

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

THERE ARE 10 PAGES OF QUESTIONS, INCLUDING THIS PAGE

SECTION A (Total: 20 marks)**MATCHING****INSTRUCTION: Answer ALL questions.****Please use the answer booklet provided.**

| | | | | |
|-------------------------------|------------------------------------|----------------|----------------------------|-----------------------------|
| Job Sharing | Employment Act | Shift Work | Statutory Benefits | SOCSSO |
| Industrial Action | Grievance | Trade Union | Flexitime | Accidents |
| Occupational Diseases | Occupational Safety And Health Act | Overtime | Department Of Trade Unions | Voluntary Separation Scheme |
| Termination | Arbitration | Conciliation | Lockout | Resignation |
| Domestic Inquiry | Resignation | Absenteeism | Benefits | Rewards |
| Personal Protective Equipment | Employees Provident Fund | National Union | In-House Unions | Alternative Work Schedules |

1. Working hour systems must comply with the _____ as well as the Sabah and Sarawak Labour Ordinance.
2. _____ is a methods of organizing working hours other than the normal 8-9 hours per day worked during daylight hours.
3. _____ is an arrangement whereby two workers are permitted to share one job, both the tasks and the benefits.
4. Work carried out in excess of the normal hours of work is known as _____.
5. Employees only receive money from _____ if they have an accident or contract an industrial disease.
6. _____ is provided to employees are intended to attract, retain and motivate people.
7. Employers must provide at least the minimum _____ to those entitled to them under the country's employment laws.

8. _____ may be provided to motivate employees to perform to the best of their abilities.
9. It is a requirement of the Factories and Machinery Act and the _____ that employers take appropriate steps to ensure the safety and health of their employees.
10. _____ are caused by a wide variety of factors and therefore any programmes designed to reduce the number of accidents must take a multi-pronged approach.
11. _____ while less visible and immediate than accidents, have serious effects on employee's well-being and lead to high medical costs for employers.
12. _____ is a regular absence from work without permission of the employer.
13. _____ is an internal trial held to decide whether an employee is guilty of charges preferred against him.
14. _____ is a formal complaint filed by an employee with his supervisor or other manager.
15. _____ is the voluntary ending of an employment contract by an employee.
16. _____ is a scheme which encourages workers to resign or retire early by offering a financial compensation package.
17. Employees have the right to belong to a _____ with some restrictions.
18. All trade unions have to registered with the _____, failing which they and their members would have no rights.
19. If _____ fails to settle an industrial dispute, the matter will be referred by the Minister of Human Resource to the Industrial Court for arbitration.
20. Strikes and other forms of _____ are permitted but are required to follow procedures laid down in the law.

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

1. The overtime rates set by the Employment Act are as follow **EXCEPT** _____.
 - A. Overtime worked on an Ordinary Working Day = 1 ½ times the normal hourly rate
 - B. Overtime worked on an Ordinary Working Day = 2 times the normal hourly rate
 - C. Overtime worked on a Rest Day = 2 times the normal hourly rate
 - D. Overtime worked on a Public Holiday = 3 times the normal hourly rate

2. Why would an employer ask his employees to work longer hours than normal one?
 - A. An excessive man power
 - B. Its a company philosophy
 - C. Due company financial problem
 - D. Difficulty in recruiting additional workers

3. Increased cost, effect on morale and effect on productivity are the problems caused by_____.
 - A. Shift work
 - B. Excessive overtime
 - C. Flexitime
 - D. Job sharing

4. Which one of the following is **TRUE** about split shift?
 - A. Involves working several hours early in the morning, having time off and then continuing the same shift later in the day
 - B. The organization is working 16 hours per day which is defined as 24 hours beginning at any point of time
 - C. Organization is operating non-stop and only close for annual maintenance or semi-continuous where the company only work five or six days a week
 - D. The system will motivate his workers to the maximum and is permissible within the confines of the employment laws

5. What is Flexitime?
- 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
 - B. Work sharing is where two people share one job and divide the salary and other benefits between them
 - C. Employee works not more than 70 per cent of the normal working hours of a full-time worker in the same organization doing the same work
 - D. Work carried out at home or at some place other than the employer's premises, using computerized technology and telecommunications
6. According to Martocchio, the factors which must be considered when designing a benefits scheme are as follows **EXCEPT** _____.
- A. Eligibility and waiting periods
 - B. Kinds of benefits
 - C. Company philosophy
 - D. Communication
7. What is a statutory benefit?
- A. Benefit for employees whereby a predetermined percentage of the organizational profit is set aside to be paid out as bonus either annually or on a deferred plan
 - B. Benefits provided to employees under their contract of employment which are not required by law
 - C. Benefits to employees whereby they are permitted to choose which benefits they want from a menu of benefits
 - D. Benefits which employers are required to provide to employees under the country's labour legislation
8. What is the purpose of the Employees Provident Fund 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. Ensure that every worker has sufficient funds to sustain him once he has retired
 - D. Become a comprehensive social security scheme which offers compensation for all accident, retrenchment benefits and even extended maternity leave payment

9. Which one of the following is the type of non-financial rewards
- A. Letters of appreciation
 - B. Commissions
 - C. Time-off payments
 - D. Health care
10. Maternity protection is a _____.
- A. Non-Financial Rewards
 - B. Financial Rewards
 - C. Non-Statutory Benefits
 - D. Statutory Benefits
11. Common health hazards at work are in the followings answer, **EXCEPT**_____.
- A. Radiation
 - B. Infection
 - C. Badly Depression
 - D. Noise and vibration levels
12. Which one of the following answer is **NOT TRUE** about a safety programme?
- A. Disciplinary Systems
 - B. Extensive Training
 - C. The program never involve in any financial cost
 - D. Campaigns to raise worker awareness
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

SECTION C (Total: 30 Marks)

- INSTRUCTION** : There is **ONE (1)** question in this section.
: Answer the **SOLELY** questions.
: Provide as much information for the given question.
: Please use the answer booklet provided

Awana Carcosa is a 5 stars hotel in Malaysia. It provides an outstanding hospitality services and the customers are among Malaysian and international citizens as well. The hotel's workforce comprise of 100 operation workers and 50 administrative staff. All employees are compensated using similar incentive and benefit plan. Its owner, Tan Sri Zafran has approached you (assume that you are the human resource manager) to advise him on some issues pertaining to his hotel's benefits and reward programme.

You are required to:

- a. Advise Tan Sri Zafran on the importance of having a suitable benefits and reward programme. (10 marks)
- b. Suggest alternative benefits and reward programme for Tan Sri Zafran to compensate his hotel workers. Explain how the new benefits and reward programme could increase productivity of the hotel workers. (10 marks)
- c. From your opinion, is it better for a hotel to offer higher wages and less benefits or to offer better benefits rather than increase wages or balance between benefits and wages. Explain briefly. (10 marks)

SECTION D (Total: 30 marks)**LONG ESSAY****INSTRUCTION : Answer TWO (2) questions only from this section.****Please use the answer booklet provided.****QUESTION 1**

a) Which groups of employees are entitled to statutory benefits by virtue of the Employment Act?

(2 Marks)

b) Why are salespeople more likely to receive financial incentives than other groups of workers?

(3 Marks)

c) List **FOUR (4)** types of non-financial rewards and please explain briefly each of it

(10 Marks)

(Total: 15 Marks)

QUESTION 2

a) What is the difference between a benefit and reward?

(2 Marks)

b) Why do employers offer benefits to employees?

(3 Marks)

c) Describe current trends in benefits package

(10 Marks)

(Total: 15 Marks)

QUESTION 3

a) What is the difference between industrial relation and human relation.

(2 Marks)

b) Trade unions in Malaysia today may be classified into three groups.

List **THREE (3)** of it.

(3 Marks)

c) Briefly explain the collective bargaining process

(10 Marks)

(Total: 15 Marks)

END OF QUESTION PAPER

