



STAMFORD COLLEGE
SCHOOL OF BUSINESS, MARKETING AND ACCOUNTING
DIPLOMA IN BUSINESS ADMINISTRATION
(SEMESTER 5)

DBA 207: MANAGING HUMAN RESOURCES II

Date : 29 August 2007
Time : 9.30am-12.30pm

Duration: 3 hours

Instructions to Candidates

This paper consists of EIGHT questions. Candidates are required to answer ALL questions from Section A and THREE questions from Section B.

Please ensure that this examination paper contains EIGHT questions on THREE printed pages before you start the examination.

Books, papers and other written materials are not allowed to be brought into the examination hall. A candidate who violates the examination rules of Stamford College or commits a malpractice will be disqualified from the examination.

Write your Examination Index Number on each page of your answer booklet.

SECTION A

Answer all questions

Human Resource Issues at SunBeam Bhd

SunBeam Bhd is a company specializing in office furnishing based in Wangsa Maju, Kuala Lumpur. The company had aggressively expanded its operations for the past few years and currently has business dealings in several Asian countries. It employs 76 workers, both locals and foreigners.

The management of SunBeam Bhd has always faced problems concerning their workers. One such problem is the general dissatisfaction of workers over the lack of compensation provided by the management. Majority of the workers practise work-to-rule and there have even been talks that a group of local workers plan to form an enterprise trade union. The management on the other hand is strongly against the formation of such a mechanism for workers as they feel it would cause further tension in the work environment. They also see the union as a great disadvantage and threat for SunBeam Bhd's business success.

Question 1

What is meant by work-to-rule?

(5 marks)

Question 2

What is a trade union?

(5 marks)

Question 3

If the management does not want the employees to unionize, what possible actions can management undertake?

(10 marks)

Question 4

Is it possible for the Human Resource Department staff to be involved in the trade union? Why?

(5 marks)

(Total = 25 marks)

SECTION B

This section consists of FOUR questions. Candidates are required to answer THREE questions.

Question 5

- (a) Employee turnover does not always result in negative implication for the organization. Outline FOUR advantages of staff turnover. (10 marks)
- (b) Briefly discuss FIVE strategies that could be used in order to retain staff in an organization. (15 marks)
- (Total = 25 marks)

Question 6

- (a) Differentiate the terms training and development. (5 marks)
- (b) Identify and explain FIVE off-the-job training techniques. (10 marks)
- (c) Outline FIVE reasons why organizations provide external training for their employees. (10 marks)
- (Total = 25 marks)

Question 7

- (a) Identify and describe FIVE common forms of penalties. (10 marks)
- (b) Outline the SIX categories of rules based on suggestions from the Department of Employment 1973. (12 marks)
- (c) How is a complaint different from grievance? (3 marks)
- (Total = 25 marks)

Question 8

(a) Briefly discuss FIVE objectives of performance appraisal.

(10 marks)

(b) Discuss with relevant examples the various methods that organizations use to conduct performance appraisal.

(15 marks)

(Total = 25 marks)

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