

**Instruction: Answer five (5) questions out of eight (8).**

**Question 1**

- a) Define job analysis and job design. (4 marks)
- b) Identify four frequently used methods of job analysis. (8 marks)
- c) Distinguish among the following types of alternative work schedule : flextime, telecommuting, job sharing and condensed workweek. (8 marks)

**Question 2**

Merlang Jaya Corporation has identified the needs to hire new staff for Marketing Executive positions to boost their annual sales after launching their new product.

- a) Describe the following types of interviews that can be conducted by the management.
- i. structured
  - ii. stress
  - iii. board
  - iv. group
- (6 marks)
- b) Discuss the problems of halo effect and over-generalizing which can happen during interviewing. (4 marks)
- c) List and describe the steps in the selection process that can be taken by Merlang Jaya Corporation in order to find the most suitable candidates for that particular position. (10 marks)

**Question 3**

- a) Distinguish between validity and reliability. (5 marks)
- b) Explain why career planning is necessary and who is responsible for that? (8 marks)
- c) Define orientation and explain the purposes of orientation. (7 marks)

**Question 4**

Airasia has to move to a new operation terminal which is called as Low Cost Carrier Terminal (LCCT) starting March 2006. The airline also has made additional route to international destinations to fulfill market demand. Some people claimed that Airasia is duplicating Southwest Airlines since it introduces low fair strategy and succeeded instantly. With the new changes happening in that airline which has to operate at a new place and the needs to hire more staff, this situation requires Airasia to develop their special training program for its employees either operation staff or management groups.

- a) Explain four methods that can be used to train current operation staff and additional a group of 40 newcomers. (6 marks)
- b) Airasia has introduced an orientation kit. Describe its possible contents. (5 marks)
- c) Discuss the following methods in management development training program for Airasia:
- i. In-basket technique
  - ii. Business simulations
  - iii. Adventure learning
- (9 marks)

**Question 5**

- a) Describe the relationship between rewards and performance. (5 marks)
- b) Distinguish between skill-based pay and competency-based pay. (5 marks)
- c) Explain the potential errors in performance appraisals. (10 marks)

**Question 6**

- a) There are several types of individual incentives plan that commonly used by organizations. How can they ensure the best plan served to their employees' needs? (10 marks)
- b) Besides individual incentive plans, company also provides employees with group incentive plans. Discuss the benefits of each plan. (10 marks)

**Question 7**

- a) Explain briefly the concept of flexible benefit plans. (5 marks)
- b) Why is it important for organizations to inform the benefit package to their employees? (7 marks)
- c) Describe briefly the term collective bargaining agreements. (8 marks)

**Question 8**

a) What are some specific steps an organization can do to reduce the chance of violence in the workplace?

(10 marks)

b) Choose and explain any three of the followings.

- i) Grievance procedures.
- ii) Due process
- iii) Progressive discipline
- iv) Employment at will
- v) Management rights and union security issues in collective bargaining agreements.

(10 marks)

**Arahan : Jawab lima (5) soalan daripada lapan (8).**

**Soalan 1**

- a) Berikan definisi analisis kerja dan rekabentuk kerja. (4 markah)
- b) Kenalpasti empat kaedah yang sering digunakan dalam analisis kerja. (8 markah)
- c) Bezakan antara jenis-jenis jadual kerja alternatif berikut: masa anjal, telekomuting, perkongsian kerja dan minggu kerja mampat. (8 markah)

**Soalan 2**

Merlang Jaya Corporation telah mengenalpasti keperluannya untuk menambah pekerja baru bagi jawatan Eksekutif Pemasaran untuk meningkatkan jualan tahunan selepas memperkenalkan produk barunya.

- a) Huraikan jenis-jenis temuduga berikut yang boleh dijalankan oleh pihak pengurusan:
- i. berstruktur
  - ii. tekanan
  - iii. lembaga
  - iv. berkumpulan
- (6 markah)
- b) Bincang masalah kesan halo dan *over-generalizing* yang boleh berlaku semasa temuduga. (4 markah)
- c) Senarai dan hurai langkah-langkah dalam proses pemilihan yang boleh diambil oleh Merlang dalam usaha untuk mencari calon yang paling sesuai bagi jawatan tersebut. (10 markah)

**Soalan 3**

- a) Bezakan kesahihan dan kebolehpercayaan. (5 markah)
- b) Terangkan mengapa perancangan kerjaya diperlukan dan siapa yang bertanggungjawab terhadapnya? (8 markah)
- c) Beri definisi orientasi dan terangkan tujuan orientasi. (7 markah)

**Soalan 4**

Airasia telah berpindah ke terminal operasi baru yang dikenali sebagai Terminal Penerbangan Tambang Murah (LCCT) bermula Mac 2006. Syarikat penerbangan tersebut juga telah menambah laluan penerbangan antarabangsa untuk memenuhi permintaan pasaran. Ada yang mendakwa Airasia meniru Southwest Airlines berikutan strategi tambang murah yang diperkenalkan dan kejayaannya dalam masa yang singkat. Dengan pelbagai perubahan yang berlaku dalam syarikat penerbangan tersebut iaitu beroperasi di tempat yang baru dan keperluan menambah pekerja, situasi ini memerlukan Airasia membangunkan program latihan khusus bagi pekerja-pekerjanya samada kakitangan operasi atau kumpulan pengurusan.

- a) Terangkan empat kaedah yang boleh digunakan bagi melatih kakitangan operasi sedia ada dan tambahan sekumpulan pekerja baru seramai 40 orang. (6 markah)
- b) Airasia telah memperkenalkan *kit* orientasi untuk kakitangan baru. Hurai kandungannya. (5 markah)
- c) Bincangkan kaedah dalam program latihan pembangunan pengurusan bagi Airasia seperti berikut:
- i. *In-basket technique*
  - ii. Simulasi perniagaan
  - iii. Pembelajaran penerokaan
- (9 markah)

**Soalan 5**

- a) Jelaskan hubungan antara ganjaran dan prestasi. (5 markah)
- b) Bezakan antara bayaran berasaskan kemahiran dan bayaran berasaskan kecekapan. (5 markah)
- c) Terangkan potensi kesilapan dalam penilaian prestasi. (10 markah)

**Soalan 6**

- a) Terdapat beberapa jenis perancangan insentif individu yang biasa digunakan oleh organisasi. Bagaimana mereka boleh memastikan bahawa perancangan terbaik menepati keperluan pekerja? (10 markah)
- b) Selain dari perancangan insentif individu, syarikat turut menyediakan pekerja mereka dengan perancangan insentif berkumpulan. Bincangkan kebaikan setiap jenis perancangan. (10 markah)

**Soalan 7**

- a) Terangkan secara ringkas konsep plan faedah fleksibel.  
(5 markah)
- b) Kenapakah penting bagi organisasi untuk memaklumkan pakej faedah kepada kakitangan mereka?  
(7 markah)
- c) Huraikan secara ringkas terma perjanjian tawar-menawar kolektif.  
(8 markah)

**Soalan 8**

- a) Apakah langkah-langkah spesifik yang boleh dibuat oleh organisasi bagi mengurangkan kemungkinan keganasan di tempat kerja?  
(10 markah)
- b) Pilih dan jawab mana-mana tiga daripada berikut:.
- i) Prosedur rungutan
  - ii) Proses untuk didengari
  - iii) Disiplin progresif
  - iv) *Employment at will*
  - v) Hak-hak pengurusan dan isu-isu keselamatan kesatuan dalam perjanjian tawar-menawar kolektif.
- (10 markah)



