

NANYANG TECHNOLOGICAL UNIVERSITY

SEMESTER 2 EXAMINATION 2009-2010

MP4008/AE4008 – HUMAN RESOURCE MANAGEMENT

April/May 2010

Time Allowed: 2 hours

INSTRUCTIONS

1. This paper contains 4 questions and comprises 3 pages.
 2. 3 questions are in SECTION (A) and 1 question in SECTION (B).
 3. SECTION (A) carries altogether 70 marks and SECTION (B) 30 marks.
 4. Answer all questions.
 5. Marks for each question are as indicated.
 6. This is a closed-book examination.
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Section A

1. Write brief notes on the following:

- (a) In reference to *Deadliest Sea*, explain a key factor that often motivates people to function as a team. (5 marks)
- (b) Outline the process of teambuilding. (5 marks)
- (c) Why is Kolb learning theory relevant to MP4008/AE4008? (5 marks)
- (d) Can automobile manufacturing ever be robot driven in India? (5 marks)
- (e) How will you apply expectancy theory? (5 marks)

2 (a) Describe the lessons you learn from the *Space Race* episodes on managing people.
(15 marks)

(b) Choose only ONE of the following for comments;

(i) Managing Japan Air Lines (JAL);

OR

(ii) Brain as metaphor for managing *rapidly* changing technology firms;

OR

(iii) From the race to Antarctica, discuss how the art of leadership matters.

(10 marks)

3 (a) From the case of *Kursk*, what insights can you gain on Putin's managing of human relations.

(10 marks)

(b) Leonardo da Vinci led a highly creative life. What can you learn from his life experiences in the shaping of your own career?

(10 marks)

Section B

4 (a) Generally, leadership style refers to leader's role and behaviour. Discuss the following styles of leadership.

(16 marks)

- (i) Paternalistic;
- (ii) Authoritarian;
- (iii) Participative;
- (iv) Laissez Faire.

Then, illustrate the various leadership styles using relationship diagrams, such as illustrated for paternalistic leadership in Figure 1.

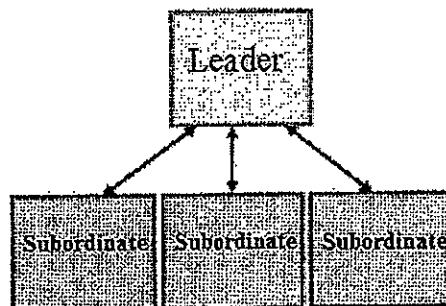


Figure 1: Paternalistic Leadership

Note : Question No. 4 continues on page 3.

- (b) There are two sergeants in a military organization. The first is a sergeant in a headquarters unit. He is charged with the administrative support of a company commander. The second sergeant is a combat controller in a special operations unit charged with coordinating air strikes from the ground behind enemy lines. While both of these enlisted men hold the same rank, are part of a team, and play important roles, one has clearly greater leadership responsibilities while the other is solely a utility player acting in a management capacity.

In managing human resources in military and commercial organizations, both leaders and managers have essential roles but they have often different perspectives and missions (see Figure 2). Discuss the differences and common essential roles in the leadership processes and managerial responsibilities in the two different settings.

(14 marks)

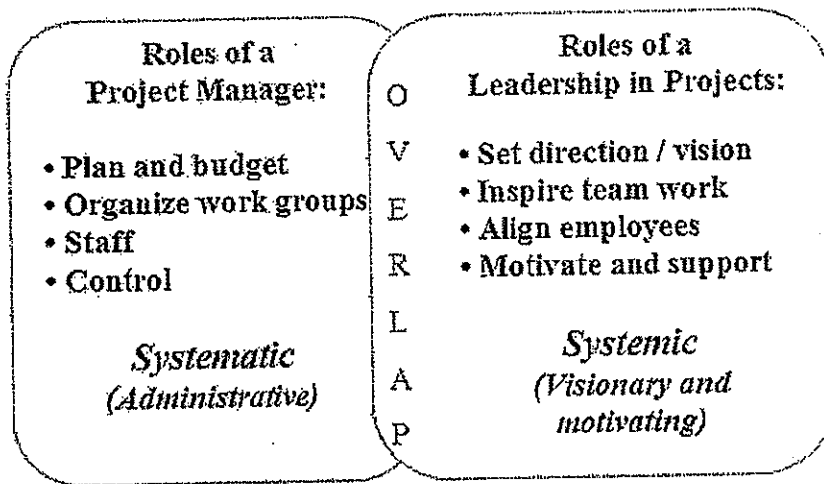


Figure 2

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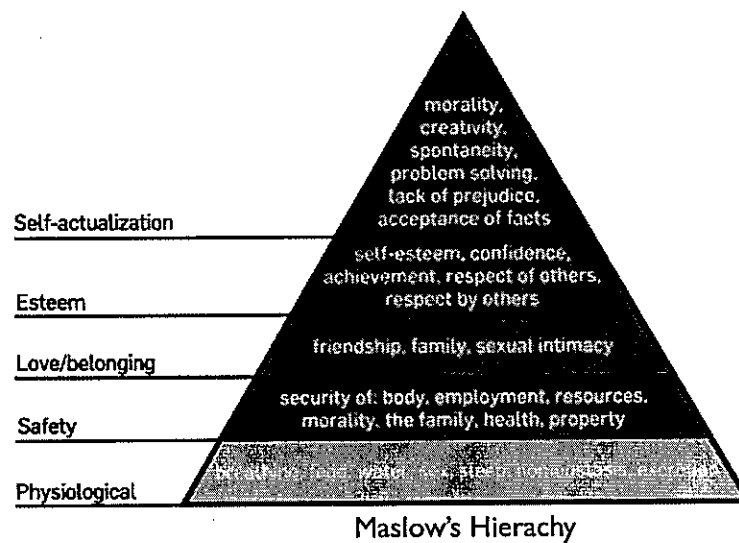
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April / May 2010

①

1(a) In reference to Deadliest Sea, explain a key factor that often motivates people to function as a team



With relation to the Maslow's hierarchy of needs, we are able to relate the key factors that motivates people to function as a team. Moreover, the lower level of needs are to be satisfied before moving up the pyramid to satisfy higher order of needs.

Before the flooding of the vessel, we are able to identify that crew is at the 2nd level of need, Esteem. Examples of esteem, ego and attempts of earning respect from others are shown as Stubs bosses people around the upper deck and claims to be in command, Bear complains about being tired of the work and blatant expectation upon him to get the ship ready, Vanessa reprimanding Stubs as she takes charge of the kitchen. At this stage, the crew is not functioning cohesively as each of them are only concerned about fulfilling their own self-esteem in attempt to climb up the pyramid to the next higher order of needs, Self-actualisation.

However, things changed when Stubs fell in the water and everyone put aside their differences. Therefore, the level of needs dropped to the 4th level, Safety as the safety of a crewmember is at risk. The crew cased aside their grievences they have about Stubs and worked as a team in rescuing Stubs. The crew acted passively on their own with no instructions passed down by the Captain.

In the scenario when the engine failed, the crew also work as a team to solve the different problems that surfaced. Similar to the case earlier, the Safety of the entire crew is jeopardized. Hence, the entire crew were certain that they are in this together and they believe that working cohesively as a team would enable to increase their chances of surviving this crisis.

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1(b) Outline the process of teambuilding

Process of Motivation (Teambuilding)

- Motivated by Leader to join, be team
- Motivated to know each other, work together
- Motivated to Teamwork
- Measure of “teamliness” acting as one mind reflex actions, well-timed well-coordinated
- Motivated to Challenge
- Motivated to Sacrifice

Ways to cultivate Team-Building

- Improving communication
- Making the workplace more enjoyable
- Motivating a team
- Getting to know each other
- Getting everyone "onto the same page", including goal setting
- Teaching the team self-regulation strategies
- Helping participants to learn more about themselves (strengths and weaknesses)
- Identifying and utilizing the strengths of team members
- Improving team productivity
- Practicing effective collaboration with team members

Lewin's Equation

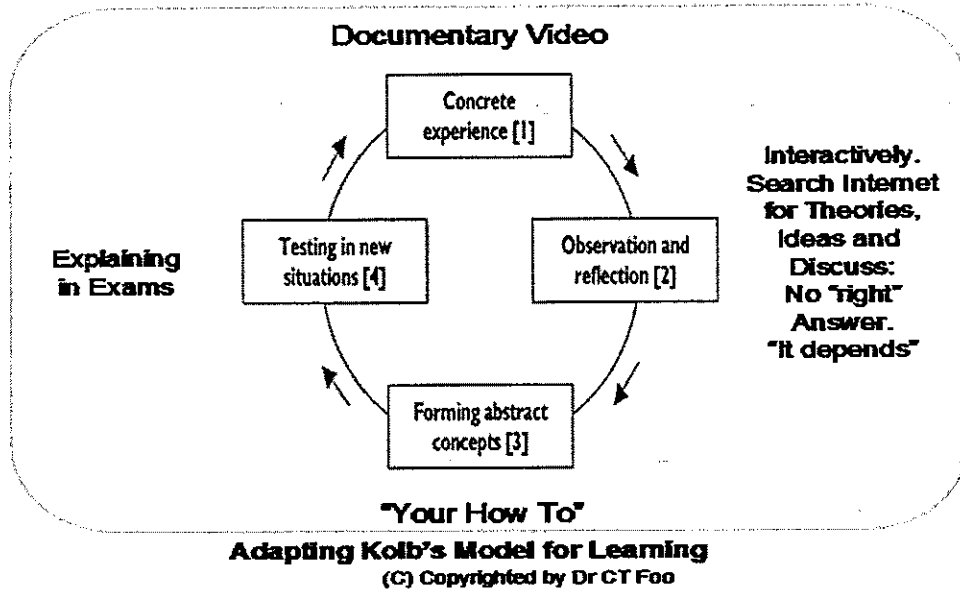
- Behavior = $f(\text{personality, environment})$

Behavior of the team depends on the personality of the individuals and the environment. Hence by integrating the personalities of all the individuals in a conducive environment, we would be able to achieve an ideal behavior for team building.

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1(c) Why is Kolb learning theory relevant to MP4008/AE4008?

[1] Kolb's theory as applied to MP4008 and MAE4008



Kolb learning theory is relevant as it introduces a passive learning process through the duration of the course. This learning theory allows us to formulate our very own concepts and theories through the analysis of case and scenarios. As shown above, the concrete experience from the cases are observed and reflected before the formation of abstract concepts by oneself. These new concepts are then tested in new situations where new cases or scenarios are formed. The outcomes of the new situations are then observed and reflected continuing of this learning cycle.

1(d) Can automobile manufacturing ever be robot driven in India?

In India, the cost of labour is cheap. Therefore, manual labour used in most of the manufacturing and assembly processes. In the video, workers gather parts and components to the assembly bay manually before assembling the parts by hand. However, the assembly lines of fully-automated robots in Japan due to high labour costs. Robots are used throughout the entire manufacturing phase for the production of cars. Therefore, the introduction of robots to India is not feasible due to the low cost labour and high cost of robots. Moreover, precision is not an important requirement for the manufacturing of cars.

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1(e) How will you apply expectancy theory?

Expectancy theory predicts that employees in an organization will be motivated when they believe that:

- putting in more effort will yield better job performance
- better job performance will lead to organizational rewards, such as an increase in salary or benefits
- predicted organizational rewards are valued by the employee in question.

As the theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients, I would apply the expectancy theory by speaking to my staff in order to understand the means and ways that I would be able to reward them in order to motivate them to work harder. Rewards can be by means of intrinsic or extrinsic rewards which can be in terms of bonus or career advancements. I believe that by being on the same page as my staff, I would be able to motivate or punish them accordingly, hence leading to a more productive working environment.

2(a) Describe the lesson you learn from the Space Race episodes on managing people.

By looking at the personalities of Korolev and Von Braun, we are able to denote that they were both determined as they were not taunted by failures, they failed and they tried again till they succeed. Their drive and determination were key factors that motivated the people around them throughout the Space Race.

From the video, we were also able to differentiate the 2 different means of people management namely fear management (or Authoritarian approach) by the Russians and Paternalistic approach by the Americans. By striking fear to the hearts of their fellow communists, fear management works out well for the Russians as they push themselves to the limit in order to get ahead despite of all forms of constraints. However, the paternalistic and hierarchical based Americans have difficulty in getting things done as they initially have no support from the top management. Therefore, it was tough for Von Braun to gain approval and funding for conducting the research. Hence, different management styles may work for different working environments and we are able to determine that the paternalistic approach do have their cons as the approval of the project is a tedious task.

Korolev was a remarkable leader as he was constantly on the ball. His determination serves as a form of motivation that drives his team. He is responsible and always ensures that his team is progressing on schedule to meet the deadlines. In the video, one of the rockets failed but the team wanted to put the blame on someone or else Korolev's life would be at the mercy of the Russian Generals. However, Korolev assumed full responsibility for the failure and covered up for the engineer who was at fault by saying that he was not around. He is very good in motivating his team. When the team had doubts about the animals or man in the space shuttle coming back safely, he still believes in the possibility of coming back safely though the chances of survival are not very high. His optimistic perception and determination help assure and motivate his team to have faith in his every decision. From Korolev's personality, we denote that a leader should remain adamant and optimistic in his decisions as one uncertainty would cause fear and panic among your team. Being responsible for your decision would also allow your team to respect you as a leader and motivate them to work harder for you.

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2b (iii) From the race to Antarctica, discuss how the art of leadership matters.

By the analysis of the Individual Characteristics and Leadership Styles by Amundsen and Scott, we are able to determine how the art of leadership matters during the race to Antarctica.

1. Individual Characteristics

- Amundsen
 - Innovative individualist, a professional explorer with a genuine passion for snow and ice
 - He was complex, particularly in his tangled relationships
 - His competitive focus and drive are unparalleled
 - Despite winning the race to the South Pole, Amundsen live bitterly for the rest of his life as his victory at the Pole was overshadowed by the British tragedy
- Scott
 - Complex, sensitive and introspective man with considerable literary skills and charm
 - Concept of leadership was hone by his training as an English Naval Officer, which was hierarchical and formal

2. Leadership

- Amundsen (Participative)
 - Feared Johansen, a famous Arctic explorer
 - When Amundsen set off too early and was forced to return to hut, Johansen was appalled and publicly criticized Amundsen
 - Amundsen dropped Johansen and 2 others from the polar party as he would not tolerate people who criticized his leadership. Assigned them to the task of exploring Edward VII Land
 - Allowed Polar team to decide on important decision regarding the exhibition
 - Through planning of food, equipment and transportation
- Scott (Authoritative)
 - Scott included Captain Oates in his Polar party (as a representative of the army), therefore there was a conflict in interests
 - Oates was candid with his criticism and strained Scott’s leadership yet Scott did not take any actions
 - Made rash decisions despite of strain leadership
 - Failed means of Transportation by ponies leading to man-hauling
 - Insufficient planning leading to ‘creeping’ of fuel due to the deterioration of seals and the suffering from Scurvy. (Scurvy is a painful condition is fatal if left untreated. It is known that fresh food appeared to be the cure)

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From the analysis above, we are able to determine the clear differences among the 2 Leadership Styles.

Amundsen's competitive focus and drive were means of motivation to spur his team to success as his through planning ensured a "crisis-free" expedition. Sufficient food, equipment and correct means of transportation boosted his team's morale as they were not plague by tragedy. His Participative approach also helped bond the team's togetherness as they planned for the expedition in unison.

Scott on the other hand was unfortunate due to his poor planning. Insufficient food, equipment and man-hauling decreased the team's morale to ground zero. Hopes of surviving this ordeal also dropped drastically because of the horrendous situation that they were in. Plagued by a series of unfortunate events, the team's desire to live also diminished as the team members died one by one.

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3(a) From the case of Kursk, what insights can you gain on Putin's managing of human relations.

Putin was informed immediately when the Kursk sank but no actions were taken as he remained at his holiday resort at the black sea. He acted indifferent but made first hand preparations by analysing the situation before acting upon it. However, the Russians were unhappy and thought that he denied responsibility. However, Putin claimed that the he was well aware of the situation and that the Vice-President had taken good care of the situation in his absence. This shows that Putin acted with care before assuming responsibility as the Vice-President and Military Leaders might have rashly in attempt to sabotage him.

During the collision, the people on board the Kursk might not be dead. Hence, Putin delayed his return so as to ensure that there was no evidence of an attack on the Kursk as the attack might result in another war. Russia at that point of time was financially handicapped and it will only put Russia's economy in a bad state and caused more death. Hence, he settled in a business-like manner by negotiating with Clinton behind the scenes. Huge debt was cancelled and a new loan was given so as to reform the economy. He kept quiet all the time as he is person who will not discuss his issue unless he has a solution. He is someone is good at national security therefore he can keep the secret well without any divulge of emotions.

As he had angered the public previous, he arranged a meet up with the crew's family only a few weeks after the event occurred. He arranged for church clergy to support the affected families at St Petersburg and controlled the press by only allowing state cameras as he knew that reaction of the people would not be slightly. Fortunately, the families were appeased after the compensation of huge amount of money. He also managed to gain their popularity and support when he passed down the instruction of raising the Kursk at all cost. He also held the Military Leaders responsible for this mishap and sacked them. It was killing two birds with one stone as it was to appease the public and get rid of those who were politically against him. He also offer wage increment for the Navy sailors and military personnel by denoting their contributions to the country.

From the scenarios above, we could tell that Putin managed human relations in a very well manner despite angering the public initially. Despite losing popularity in the start, he managed to gain most of the public's trust after implementing a variety of measures. However if I was Putin back then, I would have angered the crowd at the first place. I would not act nonchalantly about the situation and assure the public of my immediate return. Cutting short of the holiday would display professionalism and my passion for the country. However, I would delay a little in attempt to push the blame to the Vice President and the Military Leaders for making wrong decisions in my absence, and also to ensure that I secure a deal with Clinton to solve this situation.

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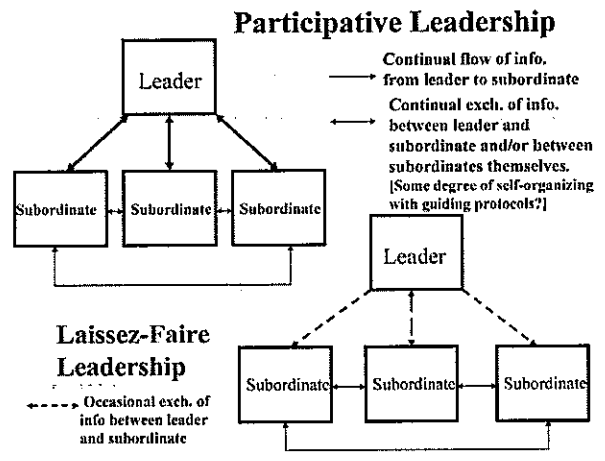
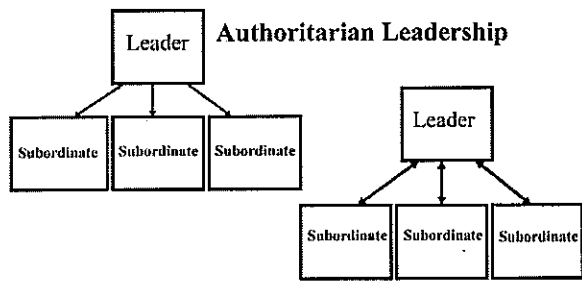
3(b) Leonardo Da Vinci Led a highly creative life. What can you learn from his life experiences in the shaping of your own career?

1. Started off as a painter but was exposed to multiple disciplines
 - Despite starting on the note of being an engineer, we should expose ourselves to other disciplines so that we would be able to find where our true interest lies
2. Developed new technique of oil paint
 - We should probe in depth about our interests and experiment with new techniques and solutions to improve our skills and knowledge
3. Abandoned his first commission in Florence and went to Milan to work for Duke of Milan
 - Look for opportunities around you and go for your passion
 - Be willing to take the step forward and be ready to make necessary sacrifices
 - Sacrifice for a change of career path
4. Wrote a letter to the Duke and described the things he could achieve in the field of engineering and painting
 - Be persistent on the goals you wish to accomplish
 - Apply necessary strategies to achieve your goals
5. Produced studies on nature, flying machines, geometry, mechanics, municipal construction, canals and architecture
 - Continue to pursue our other interests to further develop our technical skills and knowledge
 - Being equipped with multiple skills and knowledge would increase your value and would bold you well in career advancements
6. Returned to Florence as Painter and Architect
 - He agreed to paint just to make ends meet
 - Develop a contingency plan even though you didn't get the choice you wanted
 - Make do with the current job for the time being and source for desired opportunities
 - Continued work in his notebooks on the collapse of buildings and building materials.
 - It might be a setback but do not give up on your interest and continue to develop your skills to their full potential
7. Chief Military Engineer for Borgia
 - Did not finish Virgin and Saint Anne painting
 - Seize the opportunity that you have been waiting for
 - Be decisive and remain objective on what you hope to achieve for the next job
 - Do weigh the pros and cons before considering the switch of jobs or careers
 - 'The grass may be greener on the other side of the field' but is it worth the risk?

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4(a) Generally, leadership style refers to leader's role and behaviour. Discuss the following styles of leadership.

Leader-Subordinate Interactions

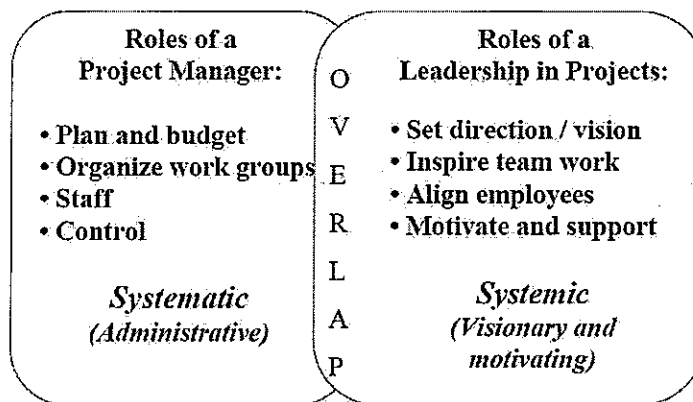


- (i) **Paternalistic**
Tends to be heavily work centred but has some consideration for the personnel as well
- (ii) **Authoritarian**
Heavily work centred with little attention to the human element. View works as factors of production.
- (iii) **Participative**
Have high concern for people at work. Promote delegating of authority, sharing objectives and getting feedback from subordinates.
- (iv) **Laissez Faire**
Shows lack of concern for either people or work.

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4(b) There are two sergeants in a military organization. The first is a sergeant in a headquarters unit. He is charged with the administrative support of a company commander. The second sergeant is a combat controller in a special operations unit charged with coordinating air strikes from the ground behind enemy lines. While both of these enlisted men hold the same rank, are part of a team, and play important roles, one has clearly greater leadership responsibilities while the other is solely a utility player acting in a management capacity.

In managing human resources in military and commercial organisations, both leaders and managers have essential role but they have often different perspectives and missions (see Figure 2 below). Discuss the difference and common essential roles in the leadership processes and managerial responsibilities in the two different settings.



The first is a sergeant in a headquarters unit is in charged with the administrative support of a company commander, thus he carries out the role of a project manager as he plans and organizes work groups. In addition, working in the headquarters unit mean that there would be other officers or commanding officers above him and he might be at the bottom of the headquarters hierarchy. Hence, he would be denied the opportunity of performing leadership roles in a project. As the administrator of a company commander, he would have to request the approval of the company commander before executing the task hence he does not have the authority to get things done. However as a project manager, he too has a small working group of staff to organise and control administratively. As mentioned earlier, his leadership role is minimal and will be given lesser opportunity to shine in the eyes of the upper management.

On the other hand, the second sergeant is a combat controller in a special operations unit who performs dual roles of a project manager and a leader (overlap). As he is in charged with coordinating air strikes, he would have to lead the special operations unit and coordinate with the air and ground units. In addition, he has to deconflict with the commanding officers of the air and ground units who are higher rank than he is. Hence, it is a challenging task to set the direction, vision and align their thoughts in order to carry out the strikes effectively. Other than planning strategies for the air strikes, he has to motivate and inspire the operations unit to perform the assigned tasks at precise timings or make necessary changes on the go. The second sergeant holds a higher position in the operations unit hierarchy due to his job scope thus entitling him more opportunities to perform leadership roles.

Despite the fact that both men hold the same rank, they play different roles in their respective units hence it is clear that the second sergeant performs a more essential role than the other. In addition, the second sergeant holds greater responsibility as he is responsible for the lives of the ground units. A mistake on his side would render the loss of many lives.

MP4008/AE4008/MA8103

NANYANG TECHNOLOGICAL UNIVERSITY

SEMESTER 1 EXAMINATION 2011-2012

MP4008/AE4008/MA8103 – HUMAN RESOURCE MANAGEMENT

November/December 2011

Time Allowed: 2 hours

INSTRUCTIONS

1. This paper contains 4 questions and comprises 2 pages.
 2. Answer all 4 questions.
 3. All questions carry equal marks.
 4. This is a closed-book examination.
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1 Write brief notes on the following:

- (a) How relevant are instincts for a leader? (5 marks)
 - (b) How relevant is Kolb's model to your learning style? (5 marks)
 - (c) Explain the Hackman and Oldman job model. (5 marks)
 - (d) Briefly discuss the expectancy motivation theory. (5 marks)
 - (e) Describe a process for building self-knowledge. (5 marks)
- 2 (a) Outline the key events in the Space Race. (15 marks)
- (b) What insights do you gain from studying the case? (10 marks)
- 3 (a) Identify the key phases in the Kursk crisis. (10 marks)
- (b) As compared to Putin, how differently will you manage the Kursk case? (15 marks)

4 (a) Describe the leadership style of Hannibal.

(10 marks)

(b) By citing incidents, write an assessment of Hannibal as a strategist?

(15 marks)

End of Paper

November/December 2011

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(a) A leader that lead through instinct. most of the time will get their objectives done/achieved more easily compared to a leader that does not

So what is leading through instinct?

Leading through instinct is leading by making use of human natural response to situation which passed down genetically within us from our ancestors. These instincts have been observed in chimpanzees which share 98% similarity in DNA with human. Take for example, if a leader know that human in general like to be recognized for their effort, by giving them a tittle like best employee of the year, will encourage the worker to work harder for the company at the same time motivate other employees to work even harder in order to attain this recognition. This is an example of leading through instincts which leaders can employed to motivate his/her people.

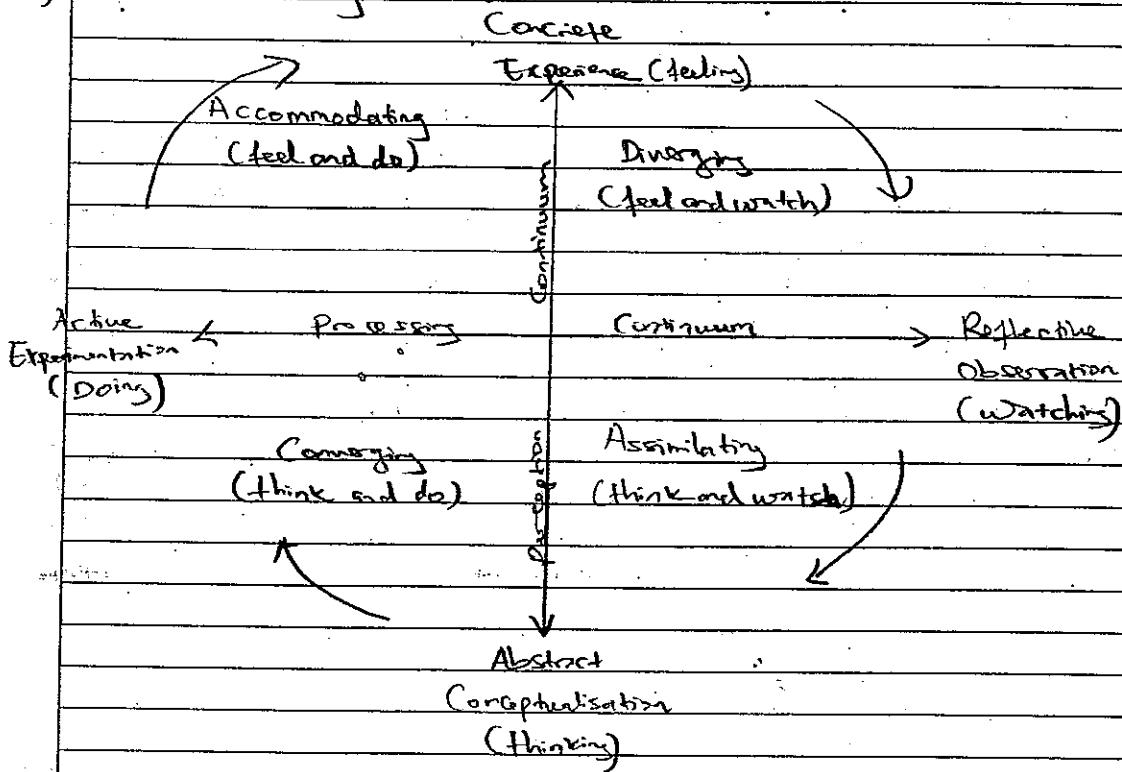
Another example of leading through instincts is that a leader that is being respected tend to rule for longer time compared to a leader that lead by installing fear. A research by Goodall's suggest that a tyrant leader lasts 2 years, while leader out of respect can last 10 years. A good example would be to consider Hitler and Gandhi. However this case might not always true as some fearful leader too have tendency to lead for longer period of time.

Thus in conclusion a leader that know how to manipulate human instincts are the ones that tends to be able to lead better compared to those that don't.

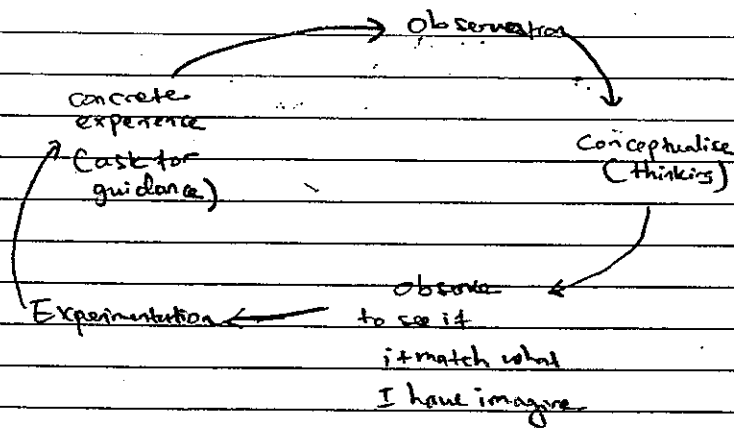
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16)

Kolb's Learning model



Basically Kolb's learning model picture that for a person to learn something he/she will begin from one of the following actions which is Experience, observation, Conceptualisation or Experimentation. There is no right or wrong to begin from which points and is based on personal preference. For myself, my learning style more or less resembles to Kolb's learning style, however with some modification.



Former in order to reduce the risk of failure during experimentation stage, I would prefer to observe more to have a better understanding and also to see what I understand match the actual task itself before rush myself into experiment it. Thus this will reduce the chance of failure.

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- c) Hackman and Oldham's job model theory proposes that high motivation is related to experiencing 3 psychological states whilst working:
- 1) Meaningfulness of work
That labour has meaning to you, something that you can relate to, and does not occur just as a set of movements to be repeated. This is fundamental to intrinsic motivation, i.e. that work is motivating in and of itself.
 - 2) Responsibility
That you have been given the opportunity to be a success or failure at your job because sufficient freedom of action has given you. This would include the ability to make changes and incorporate the learning you gain whilst doing the job.
 - 3) Knowledge of outcome
This is important for two reasons. Firstly to provide the person knowledge on how successful their work has been, which in turn enables them to learn from mistakes. The second is to connect them emotionally to the customer of their outputs thus giving further purpose to the work.
- d) The expectancy theory states that employee's motivation is an outcome of how much individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). Valence in short is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goal.
- Expectancy is the faith that better effort will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing job, availability of right resources & crucial information to complete the job.
- Instrumentality is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in people who decide who receives what outcome, the simplicity of the process, deciding who gets what outcome and clarity of relationship between performance and outcomes.

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e) Self knowledge is a key to building resilience, means knowing and accepting you as you are, even if the process sometimes make you uncomfortable. Process involves

1) Self examination

To start thinking about how well you know yourself, consider the following

○ Open ended statements:

- My greatest strength is...
- People depend on me for...

2) Positive values

One key to self-knowledge is to understand your values and beliefs and how well your life reflects your value system. A career that consistent with your values will support you and your world view.

3) Openness to change

Personality assessments and value clarification exercises provide starting points for thought and discussion about our perceptions of ourselves and others and can help provide insight into how we perceive our world and manage our important relationships. Thus can help in increase self knowledge.

2a) Germany/USA (Von Braun)

- After Germany managed to launch the first V2 rocket, the allies and Russia was shocked by the advanced of German technology and both side is determined to capture the technology and the brain behind it.
- Von Braun moved its research facility into Central of Germany to avoid the Russian but nearer to the USA. During the evacuation, the documents was wrongly printed instead of BZBV, it was printed UZBV. Von Braun took the risk and when stopped by the guard, he pull his rank to intimidate to get his way through.
- Von Braun was instructed to oversee the production of V2 rocket which hinder the research which is his dream to create space rocket. He took great proud of being an engineer but was forced to take over the job due to military rules.
- German was losing the war, Von Braun and his rocket scientist was ordered to evacuate to alps and all blueprints concerning V2 were to be destroyed. Von Braun once again disobeyed his order and hid all the documents so that his dream can be continue. His people are willing to carry out the task which might cost their lives displayed the loyalty they have for Von Braun which also mean how charismatic was him to them.
- German lost the war and Von Braun together with his men joined the USA and brought to Texas. They was not given any task and rendered them selves into "prisoners".
- In USA, Von Braun give speeches to the local Rotary Club about his dreams while Russian continue to work on the Rocket. As the result, the Russian won the space race.

Russian (Korolev)

- After losing the chance to capture the designer of V2 rocket Von Braun, the Russian released their own rocket specialist from gulag.
- Korolev and his people tried to gather the remaining German scientist that took part in V2 rocket development.
- During the celebration for re-designed the engine for V2, German scientists were dougged and transported to Moscow and forced to draw out blueprints for V2 rockets.
- Korolev managed to convince Stalin to approved for his Rocket Project and was ordered to design rocket that can be shoot as far as reaching USA.
- By studying V2 blue prints, they managed to re-create a larger rocket. However during the test launched, due to relay errors, the launching was a failure. Korolev shielded his men and saved his life as failure at that time might cost life.

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- The second launched was a success, however the rocket only managed to lift off but not travelling far, At the night, Korolev received final check from Stalin.
- Korolev decided to abandoned V2 rocket design and come out with his own multi stage propulsion system by using Salt container and caps, as illustration.
- The test launched for his new design was a success and managed to hit the set target. However in order to prevent assassination of Korolev by USA, he was not recognized and identity to be kept secret.
- At the end of space race, Russians take the lead.

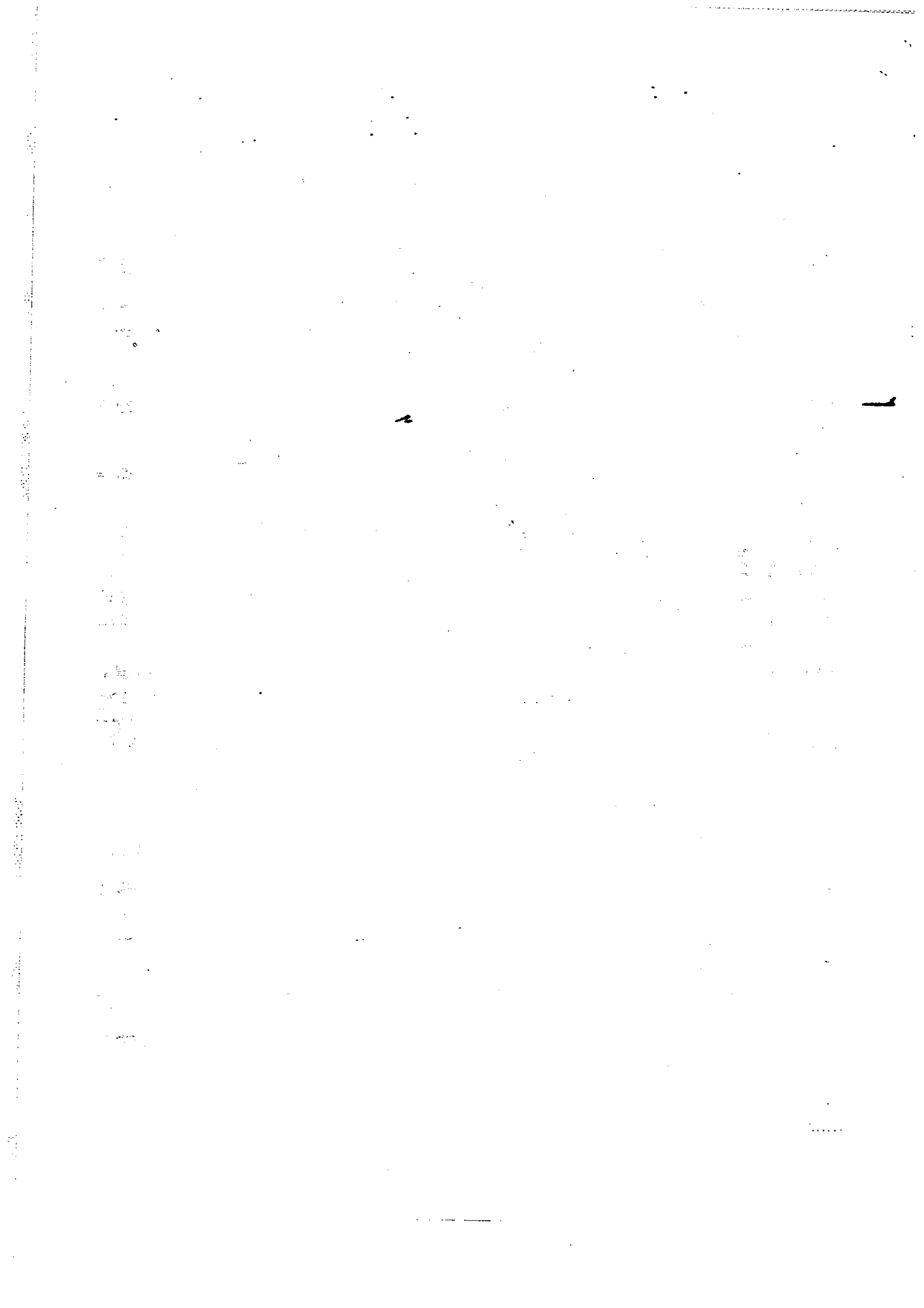
2b) Von Braun

- In the case, Von Braun was depicted as a person that in order to achieved his dreams, he was willing to go all out which I find it to be something which we can learn. Take for example, in order to secure fund for his rocket project, he is willing to join the SS military police and at the end of video, he joined his Country's enemy USA so that he can further continues his research. His determination to achieve his dream is something ought to be learn.
- The courage and bravery to protect his work and effort to the point of risking his own life and great pride he has as an engineer is a role model that every engineer should learn from. He disobeyed his superior orders to secure all the confidential documents which is a death punishment at that time.

Korolev

In the case, Korolev openness to change and ability to think out of the box is something all engineers should possessed. He quickly modify the design of V2 rocket to suit the usage display his flexibility. He as a leader also done to shield his men despite the possibility of being put to death showed that he is a leader with compassion for his men thus deserved to earn respect from his people. Lastly his never say die attitude where his rocket failed to launch and explode teach me that there is no experiment that can success in one try. Many technologies that created up to date is the effort of many scientists and engineers which experience countless time of failure. Thus one shall not give up easily when face with failure.

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3a)

Kursk explode
and sink

Putin in the middle
of holidays
and did not
attend to the matter

Public outrage

Sailors were left
to die

Speculations by
Russia general

Kursk was shot
down by USA

Press Conference
to appease public

Putin cancel his holidays
and return to Russia
to settle the matter

Accepts USA theory of
accidents due to faulty torpedoes

Announced that Russia sides
were unable rescue sailors due
to poor equipment & gave permissions
for other countries help offer

Held Press Conference to address & appease
public & also pay out compensation
to victims' families

Sacks several generals for giving
out false accusations & putting
blame on USA

Reasons for
Putin Actions

Russia is not in any situations to go into war

Russia in debts

by adopting USA sides theory,
Putin was able to appease
USA & get Russia's debts cancelled
and obtain new loans

Eliminate political
enemy

Let the sailors to die off so that there is
no witness to rebuke theory adopted by Putin.

Appease public thus build his image as a caring leader

this part is
to input
own ideay
opinions.

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2b) If I put myself in Putin shoes, I would probably did the same things as he did, the only difference that I would do is not to outrage public and my people. Instead of delaying the cancellations of holiday, I would have do it directly once receive the news and rushed back to Russia. This would make my image to look good as a caring and responsible leader, also to prevent my political enemies to use this issue to bring me down, especially when I have just got elected a few months ago.

Besides this event, I find Putin action be it secure loans from USA, appease his people or getting rid of political enemies have been done perfectly well and very tactful which enable him to secure his position and re-elected in the next election.

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4a) Hannibal is a leader that lead by convincing his people. He lead by gaining respect from his people and instill fear to his enemies. A leader that constantly put himself on par with his people and get his hand dirty instead of just commanding and treat his people like pawns get the respect from mass.

Hannibal always put himself at risk, charge on the frontline during battle and by setting examples to his soldiers. He used both visual and audio method to convey his ideas and intention to his soldiers by taking an example during a night before battle, he arranged a sparring for life between two prisoners that his army caught. The one that survived will free to go and at the end of the sparring he boost his soldiers morale by giving a morale booster speech. By doing so, he not only let his soldiers see, they also hear and thus able to be convinced easily.

Hannibal is also both flexible and strict leader. Flexible as in he is able to command an army that consist of wide variety of races and fighting style and put this variable into his advantage during the war. He take in advices from his general and allowed discussion between them, however he hold the absolute decision making in the army which clearly depicted in the scene whereby he expressed his idiosyncrasy to cross the alps, despite discouragement from his brothers, he still proceed on with the actions. He also strictly maintained orders in his army by disallowing presence of women and children in the camp.

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4b) During the Siege of Saguntum, Hannibal first began his strategy to start the second Punic war. During that time, the Carthagians were not willing to go to war with the Romans. In order to achieve his aim to start war with Romans, he attacked Saguntum which is Roman's ally at that time by using the reasons of constant provoking by Saguntum into Carthagian territories. The reason that he uses is valid and approved by the Councils. Due to this, Romans have to step in and defend their allies which fall exactly into Hannibal's traps and were incite to start a war with Carthage. Hence by doing so, Hannibal had cleverly making use of the situation to start the 2nd Punic war to revenge his father's defeat.

As a strategist, surprising enemies' forces is crucial and most of the time determine the course of battle. Hannibal first displayed this attribute when he decided to cross the Alps and bring the battle on the soil of the Romans. No one at his time has ever done that and this move surprised his enemies, bringing to the defeats of Romans. During the battle of Cannae, Hannibal once again surprised his enemies by using weird battle formations (bow formation) which his enemies have never heard or seen before.

During the battle of Cannae also, Hannibal displayed the important attributes of a brilliant strategist that is to think out of the box. Thus, this enabled him to brilliantly mobilize his troops of smaller number, and use the correct formation to surround his larger number enemy's troops and bring down almost complete annihilation of Romans.

The biggest mistake that Hannibal has made as a strategist and leader in the second Punic war would probably be being soft-hearted to the Romans at the end of the battle of Cannae which brought to his downfall. He also failed to notice the strategy that Scipio used to annihilate his troops, which was actually his own, also contributed to his defeat, which is a mistake that a strategist should not have committed.

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NANYANG TECHNOLOGICAL UNIVERSITY

SEMESTER 1 EXAMINATION 2013-2014

MP4008/AE4008/MA8103 – HUMAN RESOURCE MANAGEMENT

November/December 2013

Time Allowed: 2 hours

INSTRUCTIONS

1. This paper contains 4 questions and comprises 2 pages.
 2. Answer all 4 questions.
 3. All questions carry equal marks.
 4. This is a **Closed-Book** examination.
-

1 Write brief notes on the following:

- (a) How can HRM strategies assist an organisation to achieve its objectives? (5 marks)
- (b) How does accurate human resource planning assist an organisation in its recruitment and selection activities? (5 marks)
- (c) The EI (Emotional Intelligence) distinguishes great leaders from merely good leaders. Name FIVE EI skills. (5 marks)
- (d) Discuss how successful career planning and development can help organization to attract and retain good employees. (5 marks)
- (e) Stress at workplace has been identified as a major problem. What are the leading sources of stress? (5 marks)

- 2 (a) Compensation management is concerned with the design and maintenance of remuneration systems to help an organization achieves its objectives. Any increase in salary will increase cost of providing services and must be matched by increase in productivity. Provide brief answers to the followings:
- (i) Name FIVE main policy areas in which compensation management policies need be formulated.
 - (ii) When existing employees' salaries are way below the salary of the new recruit(s) of same grade, what should the company do?
(13 marks)
- (b) In human resource management, what is the definition of Total Quality Management (TQM) and what should be done to achieve total quality? Explain in a simple manner the concept of Quality of Working Life (QWL).
(7 marks)
- (c) What approach should we promote throughout our organization to unleash the expertise, vision and new ideas our company need to excel?
(5 marks)
- 3 (a) Human Resource Management and organization renewal integrates all company's operating systems, programs, resources into unified effort to optimize performance. Organization Development is accomplished by focusing on Human Resource Management (HRM) process as a profit and value generator.
- Name Human Resource Management functions in HRM processes that have value potential and explain with short answers.
(10 marks)
- (b) Human Resource Management (HRM) is interested in obtaining fair performance ratings by using uniform standards throughout the company. Define the objectives and list.
(8 marks)
 - (c) Define what is labor relations and explain how management and unions negotiate Contracts.
(7 marks)
- 4 (a) Identify and explain the different types of dismissal procedures that may be used by an employer, and examine the impact of each approach on the organisation and employees.
(14 marks)
- (b) Identify and explain the different tests that might be used in the selection process, and provide examples for the type of position which they would be most suitable for.
(11 marks)

End of Paper

1) a) Strategic Human Resource Management is the integration of HRM and SM process and the alignment of HRM practices with the organization's objectives and mission. Different types of SHRM strategies include

- i) Business & Personal growth
- ii) Retrenchment
- iii) Stability
- iv) Combination of growth, retrenchment, stability
- v) International strategies (global, multi domestic, transnational)

These strategies allow HR managers to

- Support organization culture, climate, to attract and retain good employees.
- Sustain and ~~but~~ build organization commitment
- Provide a safe and fulfilling environment
- Contribute to growth and prosperity of the ~~company~~ company and seek for expansion.

2) 1) b) Accurate Human Resource planning is essential in recruitment and selection activities to employ the right number of successful candidates. HR planning involves coming up with an Employment Checklist as such -

- i) Is there a genuine need for this job to be filled?
- ii) Should the job be filled internally or externally?
- iii) What is the budget for filling the position?
- iv) What are the duties, responsibilities, skills and qualifications required?
- v) What is the job size and title?
- vi) What pay and fringe benefits will the position attract?
- vii) How will candidates be recruited?
- viii) Which media will be used to relay the ad?
- ix) Who will handle the recruitment?
- x) Who will handle the employee introduction and training?
- xi) Who will review the new hire's performance?

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1) c)

i) Self awareness → Leaders with a EI are self aware and able to recognize emotions as they happen. This helps leaders obtain a clear understanding of their strengths and weaknesses without obstruction. They are also able to perceive emotions as they arise in response to an action or situation and are therefore, better able to address problems.

ii) Emotional Management → Leaders with high EI are able to regulate themselves and stay in control. They are unlikely to rush headlong into hasty decisions or let anger take over their behavior.

iii) Effective communication → These leaders with effective communication are able to clearly convey directions and know what to say in order to inspire and motivate others.

iv) Social Awareness → Leaders with EI are well tuned to emotions of others and are able to pick up on what is going on around them. They are able to sympathize with others and give helpful feedback.

v) Conflict Resolution → Leaders with high EI are equipped to handle conflicts and provide resolution. With this skill, leaders can quickly placate any disagreements that arise between employees, customers and other parties.

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1) d) Successful career planning and development is important for companies to create and sustain continuous learning environment and attract and retain good employees. Career management helps employees become aware of their own interests, values, strengths and weaknesses. Employees obtain information on job opportunities within the company and identify their career goals. All this helps employees gain Career Resilience, Insight ~~and~~ and identity. Employees develop pride in their work and stay committed to the company even in tough times and in less than ideal working conditions. Failure of career management on the other hand will result in employees feeling undervalued by the company and being frustrated.

1) e) i) Work factors

- Work load
- Shift work
- Interpersonal relationships
- Organizational climate

ii) Personal factors

- Needs
- Type A behaviour

iii) External factors

- Economic conditions
- Travel
- Crime
- Personal & family affairs
- Community values

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- 2) a) i) Influence of market rates
ii) Rewards for performance
iii) Equity and amount for central control
iv) ~~Equity~~ Salary structure and total remuneration
v) Communication

2) a) ii) It can be demoralizing when an employer offers a big salary to someone who will have the same role as you but is offered a bigger salary. One reason for this could be when the external market value of a job increases faster than company salary levels. Due to this, recruiters must offer such candidates a competitive salary to attract them. Sometimes applicants can demand more because they have skills current employees lack. Typically, what staffers make isn't as secret as managers might think it is and that means paying new hires more than current staffers can create "some employee relations issues". The company should advise employees to meet their supervisors to ask why the new recruit earns more. Also, the employee ask the supervisor what he/she needs to do to ~~is~~ get a raise. They may be required to learn a new skill or participate in more difficult projects. The company should also make their compensation philosophy to all employees. The company can provide incentives ~~to~~ such as bonuses or options to promote productivity. All these ~~actions~~ by a company will help resolve any employee relations issues.

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2)b) Total Quality Management consists of an organization wide efforts to install and make permanent a climate in which an organization continuously improves its ability to deliver high quality products and services to its customers.

To achieve Total Quality → receive

- Every employee must ~~receive~~ training in quality
- Methods & processes must be designed to meet internal and external customer's needs
- Quality must be designed into a product or service so that errors are prevented from occurring
- Organization must promote cooperation with vendors, suppliers and customers to improve quality & hold down costs

Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has. This includes a number of aspects such as hours and working conditions, fairness and equity etc. A high QWL suggests job satisfaction and general well being.

2)c) A Laissez-Faire leadership style should be promoted in the organization. Laissez-Faire is a 'let it be' leadership style. The leadership responsibilities are shared by all. This approach is useful to promote new ideas and is highly motivational as people have control over their working life. It relies on good team work and good interpersonal relations. Hence, using this approach, the organization would promote its employees to come up with new ideas & unleash their potential.

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- 3) a) i) Strategic Partner → Contribute to strategy development
→ Participate in strategy execution
- ii) Organization Ambassador → Represent organization in a competent and professional manner
- iii) Change and cultural transformation catalyst → Initiate and monitor change and cultural transformation
→ Promote a high performance culture
- iv) Talent Manager → Attract, develop and retain core employees
- v) Employee Advocate → Understand employee needs and point of view
- vi) Board & Senior executive → Coach resource counsellor → Advisor
- vii) HR functional expert → Speak and act with authority on HR issues
- viii) Legal advisor → Ensure legal compliances are met for HR activities

3) b) To obtain fair performance ratings, an effective Performance Appraisal Program should be created. A Performance Appraisal is concerned with determining how well employees are doing their job, communicating that information to employees, agreeing on new objectives and establishing a plan for performance management.

The objectives of a PA are

- Discriminating on basis of performance
- Rewarding Performance
- Developing Employees
- Giving feedback to employees

To reduce errors in management measures, a uniform measurement should be used. This could include having a 360° feedbacks, gradings, rankings etc. Manager or supervisor conducting the PA must be familiar with job responsibilities & performance

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objectives. He should know the difference between a good and bad performance. Also, rater errors like Halo effect, Relationship effect should be taken into consideration when performing these measurements.

3/c)

Labour relations is a field that emphasizes skills managers and union leaders can use to minimize costly forms of conflict, seek win-win solutions to disagreements

i) Collective Bargaining → Process through which representatives of management and union meet to negotiate labour agreement.

ii) Conciliation → Process of third party assisting management and unions to reach agreed settlement.

iii) Arbitration → Process of third party making judgement about a situation.

4/a) There are 4 types of dismissal

i) Summary dismissal → Effectively dismissed without notice

Grounds for summary dismissal include serious misconduct, disobedience, drunkenness at work etc.

A valid reason must be given for the dismissal.

This could impact the employer since they would need to prove that it is not a harsh dismissal and that it was fair and valid. In the case

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where the terminated employee decides to take a court case challenge, the employer will lose reputation and incur costs on legal matters.

The existing employees might be left in a sour taste if they feel the dismissal was wrongful & may be insecure about their own job.

ii) Notice of Termination → This is when an employee ~~reads~~ to decide to resign and is required to ~~provide~~^{present in} an accepted amount of notice period.

Employer would be affected if they are unable to retain good employees. They would ~~employer~~ then need to plan out a recruitment plan to fill the vacancy.

Employees wouldn't be affected except some might want to follow the footsteps & start searching for a job elsewhere too.

iii) Redundancy → Often based on commercial or economic decisions.

Employer loses its reputation ~~as~~ and existing employees develop a sour mood and become insecure about their job.

iv) Constructive dismissal → When an employer acts contrary to terms & conditions of employment.

Employer will incur costs & damage to its reputation if brought to court. Employees might start to look for a job elsewhere.

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4/b) i) Interest Test → Compares interest patterns to those of successful employees.
Any job type at entry level may use this test

ii) Aptitude Test → Special abilities
This could be used for clerical jobs, to check linguistic skills.

iii) Intelligence Tests like the IQ
This test could be used for any position requiring high intelligence, for eg scientist

iv) Personality tests, eg → Myers - Briggs.
This test could be used for a management level applicant to check if the candidate's personality matches to the culture of the company.

v) Medical tests
This could be conducted for a job title that requires a set of health requirements.
For example, a labourer must be able to lift heavy weights

vi) Polygraph
example → Secret agency

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NANYANG TECHNOLOGICAL UNIVERSITY

SEMESTER 2 EXAMINATION 2017-2018

MA8103 – HUMAN RESOURCE MANAGEMENT

April/May 2018

Time Allowed: 2 hours

INSTRUCTIONS

1. This paper contains **FOUR (4)** questions and comprises **TWO (2)** pages.
 2. Answer **Question No.1 (Compulsory)** in **Section A** and **TWO (2)** other questions in **Section B**.
 3. Marks for each question are as indicated.
 4. This is a **CLOSED-BOOK** examination.
-

SECTION A: (COMPULSORY)

1. In reference to Human Resource Planning, please answer the following compulsory questions:
 - (a) Describe any **SIX** factors from the internal and external environment that Human Resource Planning needs to consider?
(12 marks)
 - (b) Describe any **TWO** strategies that Human Resource Planning used to augment the organisational strategy?
(8 marks)
 - (c) One of the major challenges facing Human Resource Planner is to have an optimal balance of labour supply to support organisational business objectives. What are those potential issues on organisation and employees that can arise out of the labour surplus and shortfall?
(20 marks)

SECTION B: (ANSWER ANY TWO (2) QUESTIONS)

2. For all organisations, they need employees with the relevant knowledge, skills and right attitudes for the jobs which they will undertake. Organisations have to be clear in their manpower need and careful to employ the right people to support the organisation's business objectives. Hence, the recruitment and selection of employees is a key human resource management function.

Note: Question 2 continues on page 2.

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- (a) Describe any THREE types of recruitment activities that human resource department may use. (6 marks)
- (b) Describe any THREE advantages of recruitment through internal and external sources? (12 marks)
- (c) As a Human Resource Manager, what are the necessary steps to take to ensure a successful interview? (12 marks)
3. Each employee in the organisation has his or her role and contribution. To ensure that organisation remains competitive and sustainable, it is important to have a relevant and attractive compensation and benefits plan to motivate and support employee's performance and well-being.
- (a) What are the definitions for strategic remuneration? (4 marks)
- (b) Describe the job and environment-related employees' rewards under the non-financial requirements. (12 marks)
- (c) Explain the objectives of remuneration programme for both the organisation and employees? (14 marks)
4. One of the key functions of human resource department is to plan and address factors and issues contributing to successful career development and management for the employees.
- (a) What are the definitions of career, and career planning and development? (4 marks)
- (b) Describe the career planning process for the individuals and career development by the organisation. (10 marks)
- (c) As a human resource manager, there are many influencing factors in successful career development to consider. Identify and explain EIGHT of these factors. (16 marks)

END OF PAPER