



# **OLYMPIA BUSINESS SCHOOL**

**Advanced Diploma in Business Administration**

**FILO-TEXT**

## ***Personnel II***

October , 1998

**RAFFLES EDUCATION GROUP**

*Kuala Lumpur \* Petaling Jaya \* Penang \* Johor Bahru \* Kuantan \* Ipoh \* Singapore \* Jakarta \*  
Bangkok \* Beijing \* London \* New York*

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## How to use the Filo - Text ?

The Filo-text is a tool to guide in this subject. It provides you general information on the following:

- Assessment
- Attendance
- Fees Contact time
- The academic
- The academic planner

For every week, it then provides you with the following information:

- The lecture topic
- The objective(s) of the lecture
- The textbook and the chapter(s) and page(s) related to the given topic
- The other reference books available to you in the library
- Additional reference material for your own research
- The objective(s) of the tutorial
- Questions to prepare for discussion during the tutorial
- Questions for your personal assessment

Use the Filo - text to prepare yourself prior to the lecture, between the lecture and the tutorial and after the tutorial.

<b>ASSESSMENT</b>
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Student assessment will be evaluated based on the following breakdown:

1)	Individual Assignment	15%
2)	Mid-Term Examination	15%
3)	Group Project	20%
4)	Final Examination	50%
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<b>Total</b>		<b>100%</b>

### **Individual Assignment**

An individual assessment will be given to the student on week 2 and will have to be returned no later than week 6. The marked assignment will be returned to the student by no later than week 8.

The assignment will be related to the topics covered between week 1 and week 4 inclusive. It will be comprise a written report of no more then 500 words.

Should the student fail to submit his/her assignment on week 6, the result will automatically be nil.

### **Mid -term Examination**

A mind-term examination will be conducted during week 8. It will assess the student's knowledge and understanding of the topics covered up to week 6.

The results, together with the answer scripts, will be returned to the students no later than week 10.

Should a student be absent without a valid apology, the result will automatically be nil.

### **Group Project**

A Group project will be assigned to the students on week 3. The team will comprise 5 students

The report of the group project will have to be submitted to the subject lecturer by no later than week 10 and will be presented on week 11. No late submission will be entertained and would automatically result in no marks awarded.

## Final Examination

The final examination will be conducted on week 13 or week 14 and its duration will be 3 hours.

Registration for the examination will be open from week 3 onwards and will close as per notification. **Make sure you register on time.** No late registration will be entertained.

The format of the examination is as follows:

• Section A - Short Questions	5 * 4 Points
• Section B - Essay - type Questions	Any 4 out of 6 * 20 Points
<b>Total</b>	<b>100 Points</b>

## ASSESSMENT

Attendance for both the lectures and the tutorials is compulsory. Any student not attending a class should provide a medical certificate or a written justification (signed by a parent or guardian in the case of a full – time student). Should a student fail to do so, he/she will be considered truant.

Should a student attendance for a given subject be lower than 80%, he/she will not be allowed to sit for the final examination.

Punctuality is equally important. The lecturer is entitled to refuse entry into the classroom to any student who is late.

The registration fee is to be paid upon registration.

The course fee is paid either in full, per semester or by installments. For payments made in full, the payment is due before the first lecture. For payments made by semester, the payment per semester is due on the first day of the semester. For monthly installments, the first payment is due on the first day classes while the subsequent payments are due on the first day of each subsequent month.

Should any student have difficulty to pay his/her fees on time, he/she must meet with the (DEPUTY) Principal to arrange an alternative. Any student who has not settled his/her fees and did not meet with the (DEPUTY) Principal will not be allowed to attend classes nor to sit for an examination.

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<b>CONTACT - TIME</b>
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**Full- time**

The duration of the classes is 12 weeks. Contact time consists of 1- ½ hours of lecture and 1- ½ hours of tutorial per week.

**Part - time**

The duration of the classes is 12 weeks. Contact time consists of 1- ½ hours of lecture per week.

For each hour of contact, the student is expected to spend at least 2 hours of unsupervised work, be it individually or in-group.

<b>The Academic Team</b>
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At the beginning of the first lecture, please fill-in the following:

- Your Lecturer is \_\_\_\_\_
- The lecture takes place on \_\_\_\_\_ between \_\_\_\_\_ and \_\_\_\_\_ in room \_\_\_\_\_.
- Your Tutor is \_\_\_\_\_
- The tutorial takes place on \_\_\_\_\_ between \_\_\_\_\_ and \_\_\_\_\_ in room.

The lecturer and tutor are always there to help you. You are advised to consult them on a continuous basis.

- Your Class Lecturer is \_\_\_\_\_
- Your Class lecturer consultation take place on \_\_\_\_\_ between \_\_\_\_\_ and \_\_\_\_\_ in room.
- The Lecturer-in-Charge for the School of Business & Marketing in your center is \_\_\_\_\_
- The (DEPUTY) Principal is \_\_\_\_\_
- The Head of Department is \_\_\_\_\_

# RAFFLES EDUCATION GROUP

## OLYMPIA BUSINESS SCHOOL

### SUBJECT PLANNER

## PERSONNEL II

WEEK	DATE	TOPIC
1		Equal Opportunity Employment
2		Employment Health, Safety And Welfare
3		Trade Union Recognition And Welfare
4		Pay for Performance and Financial Incentives
5		Employee Benefits and Services
6		Orientation and Placement
7		Career Development
8		<b>MID TERM EXAMINATION</b>
9		Learning Principles And Teaching Skills
10		International Dimension Of Personnel Management
11		Personnel Management And The Future
12		Revision

<b>WEEK 1</b>
---------------

**Subject** : Equal Opportunity Employment

**Objective** :

- Understand objectives and contents of the Equal Paycheck 1970
- Explain the sex discrimination Act 1975
- Direct sex discrimination
- Indirect sex discrimination
- Direct marriage discrimination
- Indirect marriage discrimination
- Describe the role of Equal Opportunity Commission
- Understand the Race Relation Act 1976
- Promoting Equality for disabled People
- Managing Diversity

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	19	350-380
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989Mcgraw-Hill international Editions	3	91-113

**Reference Books:**

- 1- Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
- 2- Human Resource Management by Gary Dessler

**QUESTION FOR SELF ASSESSMENT**

- 1 Explain the following:
  - a) Discrimination
  - b) Quota Scheme
- 2 What is the basic function of the Equal Opportunity Commission?
- 3 What is the major objective of each of the following EEO laws?
  - a) Race Relations Act 1976
  - b) Equal Paycheck 1970
  - c) The Sex Discrimination Act 1975
  - d) The Race Relation Act 1976
- 4 Explain the following concepts:
  - a) Direct/indirect sex discrimination
  - b) Direct/indirect marriage discrimination

**TUTORIALS QUESTIONS**

- 1 What makes equal employment laws so important to the Human Resource Department? How have these laws “benefited” the Human Resource Department?
- 2 Assume that you manage a Restaurant and that one of the employees insist on taking off every Saturday or Friday for religious reasons. What does the law require you to do? Under what circumstances could you require attendance?
- 3 List two possible causes of law disabled employment.
- 4 Various laws have been passed to provide equal employment protection for a number of groups of people. Identify five protected groups and appropriate laws and briefly describe each law.
- 5 What steps should an organisation take in order to ensure the absence of discrimination in its personnel policies related to such areas as recruitment, selection, promotion and redundancy?

<b>WEEK 2</b>
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**Subject** : Employment Health, Safety and Welfare

**Objective** :

- Understand the development and importance of health, safety and welfare
- The role of personnel management
- Understand the Health, Safety and Welfare legislation
- Factories and machinery Act 1967
- Occupational Safety, Health Act 1994
- Employee's Social Security 1969
- Workmen's Compensation Act 1952
- Understand the management of Health, Safety and Welfare

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	28	522-541
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989 Mcgraw-Hill international Editions		

**Reference Books:**

- 3- Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
- 4- Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT:**

- 1 What does welfare mean?
- 2 What are the four aspects of welfare at work?
- 3 What are the major provisions of the Factories and Machinery Act 1967?
- 4 Explain the Employer duties toward Employees Health at Safety.
- 5 Identify the basic provisions of the occupational health and safety Act 1994.
- 6 Who is responsible for work place and health? The employer? The judges and juries? The Federal Government? The employee?

**TUTORIALS QUESTIONS**

1. Good health is good business. Discuss.
2. To what extent and by what processes can organisations reduce stress for employees who are members of dual career families?
3. How can organisations utilise training and development to develop a culture that is receptive to health and safety?
4. Discuss how you would go about minimizing the occurrence of unsafe acts on the part of your employees.
5. How would you go about providing a safer environment for your employees to work in?

**WEEK 3**

**Subject** : Trade Union Recognition and Welfare

**Objective** :

- Trade Union Recognition and Bargaining Unit
- Identify the common definition
- Understand the various types of Industrial Actions
- Understand the legal definition of Trade Union
- Who can Join Union
- Employers attitude to Unions
- Identify the types of Union
  - In-house Union
  - National Union
  - Public Union
- Type of industrial Actions

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	27	507-5521
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989 Mcgraw-Hill international Editions	18	499-523

**Reference Books:**

- 1- Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
- 2- Human resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

1. What is a Trade Union and legal definition. Give an example.
2. Explain the following concepts:
  - (a) In-house Union
  - (b) Nation Union.
3. What are the main Industrial Actions that can be taken by a Trade Union?
4. Explain why and when should a union be recognized?
5. Explain the Employers attitude to Union.

**TUTORIALS QUESTIONS**

1. According to a study edited by sociologist, Daniel Cornfield of Vanderbilt University, Management tends to wield increased power over employees when automation comes into industries with weak or no unionization or when workers do not believe that their job security is threatened. The US Postal Service, for example dropped some jobs by one pay grade after new equipment was introduced. In highly unionized industries however, new technology has led to increased labor and management cooperation.
2. Do you agree with this conclusion? Why or why not?
3. Why have unions suffered declines in their membership base?
4. How far would it be correct to argue that the incidents of industrial conflict is dependent on the presence of a positive legal framework designed principally to regulate the actions of employees and trade union?
5. Organise a debate in class. Have one person take the position that unions are no longer needed in Malaysia. Have another take the position that Unions are more crucial today than ever before.
6. Unions in Malaysia and Europe are and always will be distinctively different.
7. What are the guidelines you would recommend for an effective Negotiations process.
8. Outline the various unfair labor practices by:
  - Management;
  - Unions.

**WEEK 4**

**Subject** : Incentives and Gainsharing;

**Objective** :

- Identify the primary differences between incentives and gainsharing;
- Discuss the major issues in developing incentives and gain sharing;
- Describe the different types of incentives;
- Explain what the key factors are in executive incentives;
- Distinguish among gainsharing approaches

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	33	618-635
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989 Mcgraw-Hill international Editions	13	362-383

**Reference Books:**

- 1- Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
- 2- Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

- 1 How do incentives plan and gainsharing differ.
- 2 Describe the major types of incentives.
- 3 Explain what the key factors are in executive incentives.
- 4 What is maturity curves? When are they used? Why are they considered an incentive?

**TUTORIAL QUESTIONS**

- 1 If you become a manager of an assembly-line operation and wanted to improve performance, what type of incentives or gain sharing would you select? why? What would you do if your boss said you could not give monetary incentives or gainsharing bonuses?
- 2 What are the pros and cons of having employees involved in compensation decision?
- 3 Describe how a flexible benefits programme may increase worker satisfaction with benefits at the same time that costs are being reduced.
- 4 Your company has a serious turnover problem among employees with less than five years' seniority. The CEO wants to use employee benefits to lessen this problem. What may you do, specifically, in the area of pension vesting, vacation holiday allocation, and life insurance coverage in efforts to reduce turnover?
- 5 List and explain at least four reasons that an organisation might choose to develop an incentive plan at the group rather than individual level.

**WEEK 5**

**Subject** : Employee Benefits and Services

**Objective** :

- Describe the objective of indirect compensation ;
- Identify policies that minimize the cost of fringe benefits;
- Explain the key issues in designing pension plans;
- Understand the types of pension scheme;
- Identify problems in administering employee benefits and services;
- Describe benefits and services that are likely to become more common in the future;

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	34	636-657
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989Mcgraw-Hill international Editions	14	384-340

**Reference Books:**

1. Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
2. Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

1. Discuss the objectives of indirect compensation.
2. Outline the different types of insurance benefits.
3. Explain the several approaches of work scheduling.
4. Identify problems in administering employee benefits and services.
5. Describe the role of HR specialist in the area of pension.

**TUTORIAL QUESTIONS**

1. Some organisations are said to have an “absence culture” while others are said to have an “attendance culture”. How do these terms differ, and how may an organisation move from an absence to an attendance culture?
2. What do you consider to be employer perspectives for providing occupational pension, both historically and in the current climate?
3. Suppose you were a benefits administrator at the Ford Motor Company and you discovered that health-care costs have increased from 15 to 90 cents per hour in recent years. What action would you recommend to control these rising costs?
4. What factors have contributed to the rapid growth of fringe benefits as a percentage of most employers’ total payroll costs?
5. Suppose you were requested to explain why employees are better off receiving pay and benefits rather than just getting larger paychecks that include the monetary value of benefits. What argument would you use?
6. For each of the following groups of employees, what type of problems are likely if a company goes from a five-day forty-hour week to a four-day forty-hour week :
  - (a) working mothers
  - (b) laborers
  - (c) assembly line worker

<b>WEEK 6</b>
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**Subject** : Orientation and placement

- Objective:**
- Describe the content and scope of a two-tiered orientation programme;
  - explain the impact of a new-employee orientation programme on turnover and learning;
  - Identify the personal department's responsibilities in employees orientation;
  - Explain how placement decision affect the personal department;
  - Identify several strategies that organisations use to reduce layoffs among their full-time employees;

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	-	-
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989 Mcgraw-Hill international Editions	8	215-240

**Reference Books:**

1. Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
2. Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

1. Describe the major topics that should be cover by a n orientation programme.
2. Outline the benefits of such orientation programme.
3. Describe the socialization process.
4. Explain the impact of employee orientation on turnover.
5. Explain the Peter’s principle.

**TUTORIAL QUESTIONS**

- 1 If you worked in the employee relations department of Exxon Research and Engineering Company, what could you do to ensure greater use of the “ How’s it going ?” meetings us a follow-up to the formal orientation programme?
- 2 How can organisation improve the stability of employment thy offer and minimize the use of layoffs?
- 3 Why would a personal department use seniority-based promotions and what problems might arise?
- 4 Who is responsible for a two-tiered orientation programme? Describe the issues that should be handled at each tier.
- 5 If you were going to design an orientation programme for a retail store, describe the issues that should be covered by the personal department and the issues that should be covered by the first level supervisor.
- 6 If employees are properly selected, there should be no need for an orientation programme. Do you agree or disagree with this statement ? Why?

<b>WEEK 7</b>
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**Subject** : Career Development

**Objective** :

- Understand the context of career development
- The importance of career development
- Understand individual career management
- Organisational support for career development

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	24	448-468
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989 Mcgraw-Hill international Editions	10	276-300

**Reference Books:**

1. Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
2. Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

- 1 What is meant by the term career?
- 2 What are purposes of career development policy?
- 3 How might career development from an individual perspective differ today from that of 50 years ago? Is it more difficult today? Why?
- 4 Briefly describe the career development stages.
- 5 Explain the Individual Career Management.

**TUTORIAL QUESTIONS**

- 1 “Good Managers make good managers.” Discuss.
- 2 The validity of this proposition with particular references to the benefits to be derived from formal management training development program.
- 3 What does the phrase “Management Development” mean? How is it best accomplished?
- 4 Discuss whether you would prefer organisation centered or individual centered career planning.
- 5 What relationship exist between the Personnel function that you have studied to date and Career Planning and Management?
- 6 Responsibility for career planning and management is shouldered by both the individual and the organisation. What does each party gain from career planning and management?

**WEEK 8**

**MID TERM EXAMINATIONS**

<b>WEEK 9</b>
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**Subject** : Learning Principals and Teaching Skills

**Objective** :

- Understand the various approaches to learning, comprehensions, reflex learning, attitudes development
- Types of learners
- Job instructions; Job instruction sequence; The instruction

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall Fourth Edition, 1998. Prentice hall Europe.	25	469-490
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989 Mcgraw-Hill international Editions	9	250-251

**Reference Books:**

1. Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
2. Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

- 1 What is meant by team learning?
- 2 Explain the different methods of learning.
- 3 Outline the different levels of learners and the appropriate approach to learning.
- 4 What are the four basic strategies used by the group leader for making sure that people know each other?
- 5 How does a leader open a discussion?

**TUTORIAL QUESTIONS**

- 1 Think of things that you have learned in the recent past and identify whether the learning was comprehensions, reflex, attitude development, memorization or procedural.
- 2 How would you classify learning for the following:
  - a) Swimming
  - b) Safe lifting
  - c) Selection interviewing
  - d) Learning Russian
  - e) Running a business

<b>WEEK 10</b>
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**Subject** : International Dimension of Personnel Management

**Objective** :

- Understand the management implication of international activities
- Understand the four broad categories of employees; cosmopolitan, expatriate, occasional parachutist...
- The multicultural organisation
- International Communication

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall third edition, 1995. Prentice hall Europe.	37	659
Human Resource & Personnel Management William B. Werther, JR. Keith Davis 3 <sup>rd</sup> Edition 1989 Mcgraw-Hill international Editions		

**Reference Books:**

1. Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
2. Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

- 1 What is meant by the International Dimension?
- 2 Explain the following concepts:
  - a) cosmopolitan
  - b) expatriate
  - c) occasional parachutist
- 3 What is the main approach to improve the organisational Communications?
- 4 What are the purpose of International Communication?
- 5 Outline the characteristics of an effective HRM specialist for an international environment.

**TUTORIAL QUESTIONS**

- 1 If a British Company set up manufacturing in Sri Lanka because of low manufacturing costs, is that unreasonably exploiting cheap labor in an underdeveloped country or is it providing employment and development opportunities that would be otherwise not exist?
- 2 Can a manager be an effective cosmopolitan without first being an expatriate?
- 3 Outline two activities that would be better located in a different part of the world because the culture of that country would be more suitable for the activity.
- 4 An American retail chain is opening a new store in KL Malaysia. What cultural differences might this retailer encounter when they start to hire and train local employees?

<b>WEEK 11</b>
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**Subject** : Personnel Management & The Future

**Objective** :

- Understand the importance of organisation and autonomy; information technology
- The world wide region management
- Ethics and Social Responsibility

Textbook(s)	Chapter	Page no
Human Resource Management Derek Torrington & Laura Hall <b>third edition, 1995.</b> Prentice hall Europe.	38	673
Human Resource & Personnel Management William B. Werther, JR. Keith davis 3 <sup>rd</sup> Edition 1989Mcgraw-Hill international Editions		

**Reference Books:**

1. Malaysian Employment Law & Industrial Relations by Maimunah Aminuddin
2. Human Resource Management by Gary Dessler

**QUESTIONS FOR SELF ASSESSMENT**

- 1 What are the major environment factors that affect the HRM in the future (The roles & functions)?
- 2 What differences has the computer made to your working life so far?
- 3 What further effect do you expect is to have in the next five years? How readily would you be at home work?
- 4 In the last two decades many cultural values have changed, some rather drastically. Briefly describe how HRM might be affected by:
  - a) A trend towards smaller families
  - b) Increased participation of woman in the work force
  - c) The aging of the workforce and the general population
- 5 Most of your career will be spent in the twenty first century. What changes in the closing of the twentieth century do you think will have the greatest impact on the management and people in this coming decade of your career? Why?

<b>WEEK 12</b>
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# **REVISION**