

Chapter 1 Human Resources Planning and Staffing

<ul style="list-style-type: none"> ▪ Human resources planning 		/
<ul style="list-style-type: none"> ▪ Importance of human resources planning 		2018 Possibly VVV
1. Determine and predict future manpower needs		/
2. Adjust human resources requirements according to environmental changes		/
3. Provide a necessary basis for designing and implementing other HRM function		/
4. Comply with government employment regulations		/
<ul style="list-style-type: none"> ▪ The process of human resources planning 		2015 Q8a [8marks] Manpower planning process for chain expansion 2018 Possibly VV
1. Identifying the company's objectives and strategic plans	<ul style="list-style-type: none"> ▫ Company goals ▫ 	2018 Possibly VV
2. Assessing the company's current manpower situation	<ul style="list-style-type: none"> ▫ Number of employees ▫ Qualifications ▫ Internal labour resources over-utilized, under-utilized or fully utilized ▫ 	2018 Possibly VV
3. Forecasting future manpower needs or demand	<ul style="list-style-type: none"> ▫ Demand of the company according to the current company's objective ▫ Expansion ▫ Down-sizing ▫ Other factors-turnover rate, retirement, promotion 	2018 Possibly VV

<p>4.Forecasting the supply of the needed manpower</p>	<ul style="list-style-type: none"> ▫ The supply of internal candidates(factor affecting) ▫ Skills inventory ▫ Staff turnover rate ▫ Promotion, internal transferring ▫ The supply of external candidates(factor affecting) ▫ Government's policies, regulation and laws ▫ The unemployment rate ▫ Total no. Of workers and the types that available ▫ Skill shortages ▫ Average age of the workforce ▫ Education and training ▫ Competition of the market (large competitors) ▫ location of the company (remote area) 	<p>2018 Possibly VV</p>
<p>5. Developing action plans</p>	<ul style="list-style-type: none"> ▫ Labour demand>supply --> Permanent hire, Temporary hire, Outsourcing ▫ Labour demand<supply --> Natural attrition, Layoff, Early retirement 	<p>2018 Possibly VV</p>

<ul style="list-style-type: none"> ▪ Job analysis 		/
<ul style="list-style-type: none"> ▪ Uses of job analysis 	<ul style="list-style-type: none"> ▫ Recruitment and selection ▫ Compensation ▫ Performance management ▫ Training and development 	<p>Never appeared</p> <p>2018 Possibly VVV</p>
<ul style="list-style-type: none"> ▪ Job description and job specification 	<ul style="list-style-type: none"> ▫ Job description-duties, responsibilities, reporting relationships and working conditions ▫ job specification knowledge, abilities and skills required ▫ 	<p>Never appeared</p> <p>2018 Possibly VVV</p>
<ul style="list-style-type: none"> ▪ Staffing ▪ 	2014 Q8a [8marks]	
<ul style="list-style-type: none"> ▪ Recruitment 	2013 Q10b [8marks] Advantages of internal recruitment 2016 Q8a [8marks] Advantages of internal recruitment 2017 Q5d [4marks] Limitations of internal recruitment 2018 Possibly VV	
1.Deciding on the manpower sources	<ul style="list-style-type: none"> ▫ Internal ▫ External ▫ Adv/Dis 	2018 Possibly VV
2.Deciding on the job positing method	<ul style="list-style-type: none"> ▫ <u>Internal candidates:</u> Intranet and email ▫ <u>External candidates:</u> Advertising in mass media or internet, employment agencies, government and non-profit employment agencies, commercial employment agencies, employee referral, professional institution, trade unions, job fairs. ▫ Adv and Dis of above method 	2018 Possibly VV

▪ Selection		/
1.Screening written applications	/	/
2.Test	<ul style="list-style-type: none"> ▫ Test of mental abilities ▫ Test of physical abilities ▫ Personality test 	/
3.Work sampling technique	▫ Observe abilities through job related activities	/
4.Interview	<ul style="list-style-type: none"> ▫ Structured and unstructured interview ▫ Interview techniques-panel, group, stress ▫ Adv and Dis of above method 	2015 Q7c [4marks] Limitations of interview
5.Reference Check	/	/
6.Medical examination	/	/
▪ Employment		/
1.Deciding whom to employ	/	/
2.Informing the chosen candidates	/	/
3.Informing the failed candidates	/	/

Chapter 2 Performance Management

<ul style="list-style-type: none"> ▪ Performance appraisal 	<ul style="list-style-type: none"> ▫ Evaluating employees performance by pre-set performance standards ▫ 	/
<ul style="list-style-type: none"> ▪ Performance management 	<ul style="list-style-type: none"> ▫ All activities that perform to measure, evaluate and reward the employees' performance ▫ 	/
<ul style="list-style-type: none"> ▪ Objectives of Performance management 	2013 Q1 [6marks] The Use of Performance Appraisal 2016 Q4 [4marks] Objectives of Performance Appraisal	
1. Utilize human resources effectively	<ul style="list-style-type: none"> ▫ Making HRM decisions 	/
2. Allow employees to understand the company's objectives	<ul style="list-style-type: none"> ▫ Improving their performance which is working towards to company goals 	/
3. Develop employees' capabilities	<ul style="list-style-type: none"> ▫ Better understand of the employees' strengths and weaknesses 	/

<ul style="list-style-type: none"> ▪ Performance management process 		2018 Possibly VVV
1. Identifying and formulating clear and measurable performance standards and goals	<ul style="list-style-type: none"> ▫ Refer to the job description and company's objective ▫ SMART objectives 	/
2. Measuring performance (performance appraisal) and monitoring goal achievement	<ul style="list-style-type: none"> ▫ Collect view from other sources-self-evaluating report, peers views, outside stakeholders 	/
3. Providing feedback and coaching on performance appraisal results	<ul style="list-style-type: none"> ▫ Coaching-provide instructions, encouragement, correct poor performance, listen to subordinates concerns and comments and identify barriers to performance 	/
4. Making HRM decision based on performance appraisal	<ul style="list-style-type: none"> ▫ Provide training and development according to their needs ▫ Rewards promotion retain and motivate employees 	/

Chapter 3 Compensation and Benefits Management

<ul style="list-style-type: none"> ▪ Monetary rewards 	<ul style="list-style-type: none"> ▫ Money based compensation 	2018 Possibly VV
<ul style="list-style-type: none"> ▪ Forms of monetary rewards 	<ul style="list-style-type: none"> ▫ Time based pay ▫ Performance-based pay- piece rate, commission, bonus, merit pay, profit sharing, stock option ▫ Adv and Dis of the above method 	2013 Q8b [6marks] Types of Monetary compensation
<ul style="list-style-type: none"> ▪ Characteristics and advantages of monetary rewards 	<ul style="list-style-type: none"> ▫ Attract talent ▫ Motivate employees ▫ Help maintain employees' standard of living ▫ Flexibility 	<div style="background-color: magenta; padding: 2px; display: inline-block;">Never appeared</div> 2018 Possibly VVV
<ul style="list-style-type: none"> ▪ Non-monetary rewards 	<ul style="list-style-type: none"> ▫ Employees benefits 	2012 Q1 [6marks] Definition of Indirect compensation (non-monetary)
<ul style="list-style-type: none"> ▪ Forms of non-monetary rewards 	<ul style="list-style-type: none"> ▫ Protection programs – insurance benefits, retirement benefits ▫ Paid time-off ▫ services 	2015-Q6d [6marks] Types of Non-monetary rewards

<ul style="list-style-type: none"> ▪ Characteristics and advantages of non-monetary rewards 	<ul style="list-style-type: none"> ▫ Purposes of providing employee benefits ▫ supplement monetary rewards ▫ enhance employees' sense of belonging ▫ enhance employees' well-being ▫ Enhance corporate image ▫ Fulfil the legal requirements ▫ Employees are exempt from paying taxes for some types of benefits ▫ Less costly for employees to obtain the benefits on their own ▫ Employer enjoys an advantage when competing for capable workers 	<p>2017-Q7b [12marks] Purpose of offering Fringe benefits 2018 Possibly VV</p>
---	---	---

Chapter 4 Training and development

<ul style="list-style-type: none"> ▪ Employee training and development 	<ul style="list-style-type: none"> ▫ Training is a learning process which aim to improve employees' ability to perform their jobs ▫ Development focus on preparing employees to meet changes in responsibilities and requirement 	<p>2012Q8a [10marks] Training process</p> <p>2014 Q6 [6marks] Training process</p>
<ul style="list-style-type: none"> ▪ Objectives of training and development 	<ul style="list-style-type: none"> ▫ To improve employees' and ultimately the company's productivity ▫ To improve a company's product or service quality ▫ To ensure the health and safety of employees ▫ To facilitate employees' personal growth ▫ To satisfy the company's current and future needs ▫ To improve employees' morale ▫ To promote a harmonious working relationship within a company 	<p>2013 Q8c [4marks] Use of training to meet with standard</p> <p>2014 Q8a [8marks] HR function</p> <p>2017 Q3 [6marks] Objectives of training</p>
<ul style="list-style-type: none"> ▪ On-the-job- training 	2018 Possibly VV	
<ul style="list-style-type: none"> ▪ Apprenticeship training 	<ul style="list-style-type: none"> ▫ Structured process ▫ Employee is trained by a combination of classroom teaching and practical training ▫ Adv and Dis 	/
<ul style="list-style-type: none"> ▪ Coaching 	<ul style="list-style-type: none"> ▫ Coach helps employee develop skills by providing instructions and demonstrations ▫ Adv and Dis 	/

<ul style="list-style-type: none"> ▪ Job rotation 	<ul style="list-style-type: none"> ▫ Employee moves from one job area to another at planned intervals ▫ Adv and Dis 	/
Advantage and Disadvantage of on-the-job training	/	/
<ul style="list-style-type: none"> ▪ Off-the-job- training 	2016 Q7c [6marks] Off-the-job Training Method / Benefits of Off-the-job Training (16-Q7c)	
<ul style="list-style-type: none"> ▪ Classroom teaching 	<ul style="list-style-type: none"> ▫ Trainees attend classroom lectures ▫ Adv and Dis 	/
<ul style="list-style-type: none"> ▪ Programmed learning 	<ul style="list-style-type: none"> ▫ Step-by-step, self-learning method aided by ICT ▫ Adv and Dis 	/
<ul style="list-style-type: none"> ▪ Simulated training 	<ul style="list-style-type: none"> ▫ Computer simulation ▫ Equipment simulation ▫ Adv and Dis 	/
Advantage and Disadvantage of off-the-job training	/	/

Chapter 5 Development of a Quality Workforce

<ul style="list-style-type: none"> ▪ Motivation 	<ul style="list-style-type: none"> ▫ The process by which individuals are activated into putting an effort into achieving goals 	/
<ul style="list-style-type: none"> ▪ Important points concerning motivation 	<ul style="list-style-type: none"> ▫ More employees are motivated the higher work efficiency will result ▫ If efforts are not directed toward to the company's goal, the company will not be benefited by the motivation ▫ If want to motivate the employees, first need to understand their needs 	/
<ul style="list-style-type: none"> ▪ Maslow's Hierarchy of Needs theory 	<ul style="list-style-type: none"> ▫ Human needs can be classified into five level 	<p>2017 Q5b [4marks] Reason why Maslow's hierarchy of needs may not be able to fully imply</p>
<ul style="list-style-type: none"> ▪ Physiological needs 	<ul style="list-style-type: none"> ▫ First and the most basic level of human need 	/
<ul style="list-style-type: none"> ▪ Safety and security needs 	<ul style="list-style-type: none"> ▫ Needs for physical safety, order, stability and control over one's life and environment 	/
<ul style="list-style-type: none"> ▪ Social needs 	<ul style="list-style-type: none"> ▫ Need for interaction with other people 	/
<ul style="list-style-type: none"> ▪ Ego needs 	<ul style="list-style-type: none"> ▫ A sense of achievement 	/
<ul style="list-style-type: none"> ▪ Self-actualization needs 	<ul style="list-style-type: none"> ▫ Desire to realize their full potential 	/
<ul style="list-style-type: none"> ▪ Implication of the theory 	<ul style="list-style-type: none"> ▫ Different employees may need to satisfy different needs to motivate employees, manager need to first understand the needs of his employees ▫ Employees' needs may change over time 	/

<ul style="list-style-type: none"> ▪ Herzberg's Two-Factor Theory 	<ul style="list-style-type: none"> ▫ Factors that make people feel satisfied are different from those make them fell dissatisfied 	<p>2012 Q7a/b [10marks] Herzberg's Dual-factor Theory/consequences of having low moral</p> <p>2016-Q2 [4marks] Herzberg's Dual-factor Theory (Hygiene factors) (16-Q2) 2018 Possibly VV</p>
<ul style="list-style-type: none"> ▪ Motivators 	<ul style="list-style-type: none"> ▫ Factor that lead to job satisfaction 	<p>2018 Possibly VV</p>
<ul style="list-style-type: none"> ▪ Hygiene factors 	<ul style="list-style-type: none"> ▫ Factor that prevent employees from feeling dissatisfied ▫ 	<p>/</p>
<ul style="list-style-type: none"> ▪ Implication of the theory 	<ul style="list-style-type: none"> ▫ The presence of hygiene factors cannot motivate employees or make them feel satisfied ▫ Manage should motivate employees and make them feel satisfied ny motivator ▫ Motivators provide the needed intrinsic rewards for employees to improve their performance 	<p>/</p>

<ul style="list-style-type: none"> ▪ McGregor's Theory X & Theory Y 	<ul style="list-style-type: none"> ▫ Manager hold different views about human being. Theory X and Theory Y. They will adopt different approaches to managing the employees 	<p>2015 Q6c [4marks] McGregor's Theory X&Y (Theory X)</p>
<ul style="list-style-type: none"> ▪ Theory X 	<ul style="list-style-type: none"> ▫ Assumptions ▫ Employees inherently not like working ▫ Need to use coercive means or punishment to make employees to work hard ▫ Employees tend to avoid responsibilities and seek formal direction to guide their work 	<p>/</p>
<ul style="list-style-type: none"> ▪ Implication of the theory X 	<ul style="list-style-type: none"> ▫ Employees can only motivated by monetary rewards ▫ Mainly motivated by lower-order needs 	<p>/</p>
<ul style="list-style-type: none"> ▪ Theory Y 	<ul style="list-style-type: none"> ▫ Assumptions ▫ Employees perceive work as part of her life ▫ Employees will be self-motivated and exercise self-control once they are committed to the firm's objectives ▫ Most employees can learn to accept and seek responsibilities ▫ They are able to make their own decision 	<p>2018 Possibly VV</p>
<ul style="list-style-type: none"> ▪ Implication of the theory Y 	<ul style="list-style-type: none"> ▫ Employees are mainly motivated by higher-order needs ▫ Most employees do not just work for money, they derive for satisfaction from their job ▫ They are able to make their own decision and take challenging task 	<p>/</p>

<ul style="list-style-type: none"> ▪ Internal Communications 	Never appeared 2018 Possibly VV	
<ul style="list-style-type: none"> ▪ Importance of internal communication 	<ul style="list-style-type: none"> ▫ Help promoting understanding between the management and employees ▫ Prevent industrial conflicts from occurring ▫ Help achieve harmonious employee relation ▫ Help improve employees performance and motivate them to work 	/
<ul style="list-style-type: none"> ▪ Forms of communication 	/	/
<ul style="list-style-type: none"> ▪ Direction of communication 	<ul style="list-style-type: none"> ▫ Vertical communication-communication between supervisors and subordinates ▫ Lateral communication-communication that take place among members at the same level 	/
<ul style="list-style-type: none"> ▪ Channel of communication 	<ul style="list-style-type: none"> ▫ Formal communication ▫ Informal communication 	/
<ul style="list-style-type: none"> ▪ Choice of channel 	<ul style="list-style-type: none"> ▫ Electronic media ▫ Print media ▫ Face-to-face communication workspace 	/
<ul style="list-style-type: none"> ▪ Designing an internal communication program 	<ul style="list-style-type: none"> ▫ Orientation program ▫ Mentoring program ▫ Social gathering ▫ Staff meeting ▫ Employees attitude survey ▫ Description and purpose of above method 	2015 Q3 Benefits of orientation programs