

TRƯỜNG ĐẠI HỌC VĂN LANG
KHOA QUẢN TRỊ KINH DOANH

ĐỀ THI, ĐÁP ÁN/RUBRIC VÀ THANG ĐIỂM
THI KẾT THÚC HỌC PHẦN
Học kỳ 1, năm học 2023-2024

I. Thông tin chung

Tên học phần:	Quản trị nguồn nhân lực		
Mã học phần:	231_72HRMN30013	Số tin chỉ:	3
Mã nhóm lớp học phần:	231_72HRMN30013_01		
Hình thức thi: Tự luận	Thời gian làm bài:	75	phút
<i>Thí sinh được tham khảo tài liệu:</i>	<input checked="" type="checkbox"/> Có	<input type="checkbox"/> Không	

1. Format đề thi

- Font: Times New Roman

- Size: 13

- Quy ước đặt tên file đề thi:

+ Mã học phần_Tên học phần_Mã nhóm học phần_TUL_De 1

+ Mã học phần_Tên học phần_Mã nhóm học phần_TUL_De 1_Mã đề (*Nếu sử dụng nhiều mã đề cho 1 lần thi*).

2. Giao nhận đề thi

Sau khi kiểm duyệt đề thi, đáp án/rubric. **Trưởng Khoa/Bộ môn** gửi đề thi, đáp án/rubric về Trung tâm Khảo thí qua email: khaothivanlang@gmail.com bao gồm file word và file pdf (*nén lại và đặt mật khẩu file nén*) và nhắn tin + họ tên người gửi qua số điện thoại **0918.01.03.09** (Phan Nhất Linh).

II. Các yêu cầu của đề thi nhằm đáp ứng CLO

(Phần này phải phối hợp với thông tin từ đề cương chi tiết của học phần)

Ký hiệu CLO	Nội dung CLO	Hình thức đánh giá	Trọng số CLO trong thành phần đánh giá (%)	Câu hỏi thi số	Điểm số tối đa	Lấy dữ liệu đo lường mức đạt PLO/PI
(1)	(2)	(3)	(4)	(5)	(6)	(7)
CLO1	Describe and explain the basic concepts, roles and functions of human resource management and human resource management models;	Tự luận	20%	3	4	
CLO2	Explain the concept, meaning, process of human resource planning and job analysis for human resource management activities in the organization;	Tự luận	15%	1	3	
CLO3	Analyze and evaluate concepts, roles, functions, methods and classifications in activities of recruiting, training, developing and maintaining human resources in the organization;	Tự luận	15%	1	3	
CLO4	Measure and evaluate the results of human resource management activities in the modern environment.	Tự luận	20%	3	4	
CLO5	Ability to work in a team, independently and effectively communicate;	Tự luận	15%	2	3	
CLO6	Have critical thinking skills through analyzing and evaluating human resource management issues in the organization.	Tự luận	15%	2	3	

Chú thích các cột:

(1) Chỉ liệt kê các CLO được đánh giá bởi đề thi kết thúc học phần (tương ứng như đã mô tả trong đề cương chi tiết học phần). Lưu ý không đưa vào bảng này các CLO không dùng bài thi kết thúc học phần để đánh giá (có một số CLO được bố trí đánh giá bằng bài kiểm tra giữa kỳ, đánh giá qua dự án, đồ án trong quá trình học hay các hình thức đánh giá quá trình khác chứ không bố trí đánh giá bằng bài thi kết thúc học phần). Trường hợp một số CLO vừa được bố trí đánh giá quá trình hay giữa kỳ vừa được bố trí đánh giá kết thúc học phần thì vẫn đưa vào cột (1)

(2) Nêu nội dung của CLO tương ứng.

(3) Hình thức kiểm tra đánh giá có thể là: trắc nghiệm, tự luận, dự án, đồ án, vấn đáp, thực hành trên máy tính, thực hành phòng thí nghiệm, báo cáo, thuyết trình, ..., phù hợp với nội dung của CLO và mô tả trong đề cương chi tiết học phần.

(4) Trọng số mức độ quan trọng của từng CLO trong đề thi kết thúc học phần do giảng viên ra đề thi quy định (mang tính tương đối) trên cơ sở mức độ quan trọng của từng CLO. Đây là cơ sở để phân phối tỷ lệ % số điểm tối đa cho các câu hỏi thi dùng để đánh giá các CLO tương ứng, bảo đảm CLO quan trọng hơn thì được đánh giá với điểm số tối đa lớn hơn. Cột (4) dùng để hỗ trợ cho cột (6).

(5) Liệt kê các câu hỏi thi số (câu hỏi số ... hoặc từ câu hỏi số... đến câu hỏi số...) dùng để kiểm tra người học đạt các CLO tương ứng.

(6) Ghi điểm số tối đa cho mỗi câu hỏi hoặc phần thi.

(7) Trong trường hợp đây là học phần cốt lõi - sử dụng kết quả đánh giá CLO của hàng tương ứng trong bảng để đo lường đánh giá mức độ người học đạt được PLO/PI - cần liệt kê ký hiệu PLO/PI có liên quan vào hàng tương ứng. Trong đề cương chi tiết học phần cũng cần mô tả rõ CLO tương ứng của học phần này sẽ được sử dụng làm dữ liệu để đo lường đánh giá các PLO/PI. Trường hợp học phần không có CLO nào phục vụ việc đo lường đánh giá mức đạt PLO/PI thì để trống cột này.

III. Nội dung câu hỏi thi**Câu hỏi 1: (3 điểm)**

- a. Analyze in depth the role of social media in contemporary recruitment strategies. How do platforms like LinkedIn, Facebook, and TikTok transform the process of attracting and engaging potential candidates? (2 điểm)
- b. Compare these social media recruitment methods with more traditional sources such as job fairs and newspaper advertisements, focusing on their respective advantages, limitations, and target demographics. (1 điểm)

Câu hỏi 2: (3 điểm)

- a. Explain the critical importance of training and development in an organization. (1 điểm)
- b. Discuss in detail how these training and development programs not only increase individual employee growth but also how they significantly contribute to the overall advancement and competitive edge of the organization. (2 điểm)

Câu hỏi 3: (4 điểm)

- a. In what ways is Human Resource Management (HRM) adapting to the latest technological advancements, for example the use of advanced software, Artificial Intelligence (AI), and digital platforms? (2 điểm)
- b. How are these technological integrations affecting the various functions and practices within HR, such as recruitment, employee development, and performance management? (2 điểm)
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ĐÁP ÁP VÀ THANG ĐIỂM

Phần câu hỏi	Nội dung đáp án	Thang điểm	Ghi chú
I. Tự luận			
Câu 1		3.0	
Nội dung a.	<p>Sinh viên trả lời được 2 trong các ý sau:</p> <ol style="list-style-type: none"> 1. Broader Reach and Accessibility: Social media platforms enable organizations to reach a vast audience, including both active job seekers and passive candidates. This accessibility is unparalleled compared to traditional methods. 2. Targeted Recruitment: Platforms like LinkedIn offer advanced search and targeting features, enabling recruiters to pinpoint candidates with specific skills, experiences, and even interests. This level of targeting is more difficult to achieve with traditional sources. 3. Employer Branding: Social media is an excellent tool for employer branding. Companies can showcase their culture, values, and work environment through posts, videos, and employee testimonials, creating a more engaging and authentic image. 4. Interactive Engagement: Unlike traditional methods, social media allows for two-way interaction. Companies can directly communicate 	2.0	

	<p>with potential candidates, respond to inquiries, and build relationships even before the formal recruitment process begins.</p> <p>5. Cost-Effectiveness: Generally, social media recruitment can be more cost-effective than traditional methods, especially when considering the potential reach versus the cost of advertising or organizing job fairs.</p>		
Nội dung b.	<p>Sinh viên trả lời được 2 trong các ý sau:</p> <p>Comparison with Traditional Recruitment Sources:</p> <ol style="list-style-type: none"> 1. Scope and Reach: Traditional sources like newspapers and job fairs have a more limited reach and are often localized. Social media, in contrast, has a global reach and can attract a diverse range of candidates from different geographical locations. 2. Speed and Efficiency: The recruitment process via social media is typically faster and more efficient. Information can be disseminated quickly, and responses can be gathered in real-time, whereas traditional methods are often time-consuming. 3. Passive vs. Active Candidates: Traditional methods are usually more effective in reaching active job seekers. In contrast, social media is unique in its ability to engage passive candidates who might not be actively looking for a job but are open to new opportunities. <p>Advantages of social media in Recruitment:</p> <ul style="list-style-type: none"> • Diversity of Candidates: Social media recruitment can attract a more diverse candidate pool, which can lead to more innovative and creative workforces. 	1.0	

	<ul style="list-style-type: none"> • Flexibility and Adaptability: Social media campaigns can be easily adjusted and optimized based on real-time feedback and analytics. <p>Limitations of social media in Recruitment:</p> <ul style="list-style-type: none"> • Quality Control: Filtering through a large number of applicants to find quality candidates can be challenging. • Measuring Effectiveness: Quantifying the ROI and effectiveness of social media recruitment strategies can be complex. • Consistency and Brand Image: Maintaining a consistent and professional online presence requires resources and strategic planning. 		
Câu 2		3.0	
Nội dung a.	<p>Sinh viên trả lời được 2 trong các ý sau:</p> <ol style="list-style-type: none"> 1. Skill Enhancement and Adaptability: Training and development programs are essential for continuously updating the skills and knowledge of employees. In an ever-evolving business environment, these programs keep the workforce abreast with the latest industry trends, technologies, and methodologies. This adaptability is crucial for organizations to remain competitive and efficient. 2. Employee Performance and Productivity: Well-designed training programs directly contribute to enhancing the performance of employees. By addressing skill gaps, employees can execute their duties more effectively and efficiently, leading to increased productivity and better quality of work. 3. Career Development and Employee Satisfaction: Training and development opportunities are significant for employee career 	1.0	

	<p>progression. They provide pathways for employees to acquire new skills, take on new responsibilities, and advance in their careers. This not only aids in personal growth but also enhances job satisfaction and motivation, leading to higher employee engagement.</p> <ol style="list-style-type: none"> 4. Organizational Attractiveness: Organizations known for their robust training and development programs are more likely to attract top talent. An organization that invests in its employees' growth is often seen as a desirable place to work, helping attract and retain high-caliber professionals. 5. Succession Planning: Training and development are key to preparing employees for future roles, particularly in leadership and specialized positions. Through these programs, organizations can identify and nurture their future leaders, ensuring a talent pipeline for critical roles and reducing the risk associated with turnover in key positions. 6. Innovation and Creativity: Employees exposed to new ideas and skills through training programs are more likely to innovate and think creatively. This is especially important in industries where staying ahead of technological advancements and innovative practices is crucial. 7. Compliance and Risk Management: Regular training on compliance, legal issues, and industry-specific regulations helps minimize risks associated with non-compliance. It ensures that employees are aware of legal obligations and organizational policies, reducing the likelihood of costly legal issues. 8. Cultural Development: Training and development can also be used to reinforce and propagate the organizational culture, values, and 		
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	ethics. They can instill a sense of shared values and common goals among employees, fostering a strong, cohesive work environment.		
Nội dung b.	<p>Sinh viên trả lời được 2 trong các ý sau ở mỗi phần:</p> <p>Importance of Training and Development for Individual Employee Growth</p> <ol style="list-style-type: none"> 1. Skill Enhancement and Career Progression: Training programs are designed to upgrade the skills and knowledge of employees, keeping them abreast of industry trends and new technologies. This continuous learning process aids in career development, as employees are better equipped for promotions and taking on more significant roles within the organization. 2. Boosting Confidence and Morale: When employees are provided with training and development opportunities, they feel valued and recognized by the organization. This boosts their morale and increases their job satisfaction, leading to greater engagement and productivity. 3. Improving Adaptability: The modern business environment is dynamic and ever-changing. Training programs help employees become more adaptable and flexible, preparing them to handle various challenges and transitions, such as adopting new technologies or adapting to organizational changes. 4. Enhanced Performance: Regular training ensures that employees are proficient in their roles. It addresses any skill gaps and enables employees to perform their tasks more effectively and efficiently, thus directly contributing to higher performance levels. 	2	

Contribution of Training and Development to Organizational Advancement and Competitive Edge

1. **Aligning Skills with Business Goals:** By focusing on the specific skills and knowledge that are aligned with the organization's strategic goals, training programs ensure that the workforce is well-prepared to meet current and future challenges, directly contributing to the organization's success.
2. **Fostering Innovation and Creativity:** Training that encourages creative thinking and innovation can lead to the development of new ideas, products, or services, thereby giving the organization a competitive edge in the market.
3. **Enhancing Company Reputation:** Organizations known for their strong training and development culture attract top talent. This not only improves the quality of new recruits but also enhances the company's reputation as an employer of choice.
4. **Reducing Turnover Costs:** Effective training and development programs can reduce employee turnover. When employees feel that the company is investing in their growth, they are more likely to stay, reducing the costs associated with recruiting and training new employees.
5. **Building a Knowledgeable Workforce:** An ongoing training program ensures that the organization's workforce is knowledgeable and competent. This is particularly crucial for organizations in industries where staying updated with the latest knowledge is essential.
6. **Cultural Development:** Training programs can also be used to reinforce and develop the company

	culture. They can instill and uphold company values, ethics, and attitudes, creating a strong, unified workforce.		
Câu 3		4.0	
Nội dung a.	<p>Sinh viên nêu được 2 trong các ý sau:</p> <p>Detailed Adaptation to Technology in HRM:</p> <ol style="list-style-type: none"> 1. HR Information Systems (HRIS): HRIS are comprehensive data management systems that automate and manage many HR functions such as payroll processing, employee information management, and benefits administration. They centralize HR data, making it easily accessible and manageable. 2. Artificial Intelligence in Recruitment and Selection: AI algorithms are used to screen resumes, assess candidate compatibility, and even conduct initial candidate interviews. AI tools can analyze large volumes of applications quickly, identifying top candidates based on predefined criteria. 3. Digital Platforms for Training and Development: E-learning platforms, virtual reality (VR) simulations, and mobile learning apps offer personalized and flexible learning experiences. These technologies support a wide range of learning styles and can be accessed remotely, making it easier for employees to engage in professional development. 4. Employee Engagement Tools: Digital tools and platforms are being used to enhance employee engagement and communication. This includes employee self-service portals, mobile HR applications, and social media-like platforms for internal use. 	2.0	
Nội dung b	Sinh viên nêu được 2 trong các ý sau:	2.0	

	<ol style="list-style-type: none"> 1. Efficiency and Automation: Automation of administrative tasks like payroll, leave management, and benefits administration significantly reduces manual workload and minimizes errors. 2. Data-Driven Insights: The use of advanced analytics tools in HR allows for deeper insights into workforce trends, employee satisfaction, and other key performance indicators. This helps in making more strategic, data-informed decisions. 3. Enhanced Recruitment Processes: Technology has revolutionized recruitment by enabling wider reach, more efficient screening processes, and improved candidate experiences. 4. Personalized Employee Development: Digital learning and development tools allow for more personalized, on-demand training programs that cater to individual employee needs and schedules. 5. Improved Employee Experience and Engagement: Technology enables more direct and engaging communication channels, enhancing the overall employee experience. 		
	Điểm tổng	10.0	

TP. Hồ Chí Minh, ngày 27 tháng 11 năm 2023

Người duyệt đề

Giảng viên ra đề




ThS. Nguyễn Hồng Mai

ThS. Nguyễn Hồng Mai