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LEVEL 5 ASSESSMENT SPECIFICATION

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Submission Deadline:	Thursday 24th September 2026 23:55 British Summer Time BST	Return Date of Provisional Marks & Written Feedback:	19th October 2026
Submission Method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark: Work which is submitted up to 1 week late will be capped at 40% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.		
Academic Honesty / Referencing:	Academic honesty is required. In the main body of your submission, you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

STUDENT FEEDBACK FORM

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Generic Assessment Criteria	Marks available	Marks awarded
1. Engagement with Literature Skills		
	25	
2. Knowledge and Understanding Skills		
	35	
3. Cognitive and Intellectual Skills		
	10	
4. Practical Application Skills		
	15	
5. Transferable Skills for Life and Professional Practice		
	15	

Assessment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)

Late Submission Penalties (tick if appropriate)

Up to 1 week late (40% Max)

Over 1 week late (0%)

%

TABLE OF CONTENT

1.0 Proton.....	4 - 7
2.0 Toyota.....	8 - 11
3.0 Comparative Analysis Between Proton and Toyota.....	12 - 13
4.0 Conclusion.....	14

1.0 PROTON

1.1 INTRODUCTION TO PROTON

Proton is Malaysia's car maker. The company was established in 1983 for the purpose of advancing the interests of the future development of the automobile industry (Proton, 2026). Proton has developed its production and technical capabilities by following its use of Geely's facilities in 2017 (Proton, 2026).

1.2 TRAINING AND DEVELOPMENT OF PROTON

1.2.1 Technical and Vocational Training

Proton has organized training programmes with a focus on imparting essential technical skills to automotive professionals (PROTON, 2024). The company's partnership with Jabatan Tenaga Manusia (JTM) gives access to 33 JTM institutions and allows modular training, apprenticeship, certification, and job placement. This will allow training suitably address the current industrial needs (PROTON, 2024). Proton supports hands-on training through the provision of the advanced engines in the Technical and Vocational Education and Training (TVET) schools. This enables the students to learn real-time technology of the automobiles (PROTON, 2026).

Similarly, the Proton Skills Challenge uses scenarios that mimic the dealership roles to assess technical proficiency, problem-solving skills, and customer service skills (PROTON, 2026). Saleh and Basri (2024) suggest that the pragmatic approaches are essential given the rapid pace of technological innovation and market changes in the automotive sector. Furthermore, Nagayah and Abd Rahim (2026) show a significant correlation between assessing training needs, designing training, delivering training, evaluating training, and employee performance. Proton's training program can ensure that it remains aligned with the requirements of the automotive industry by promoting the development of a skilled workforce (PROTON, 2026). For example, structured curricula, practical application, and competency-based assessment.

1.2.2 Talent Development for Future Automotive Capabilities

Proton's strategy is to put investments in talent cultivation by ensuring that capabilities and young talents are nurtured to fulfil the industry's future aspirations (PROTON, 2026). The Proton Young Talent (PYT) Program has a systematic growth path with onboarding, job placements, project mentorship, a five-year career path, job rotation, and leadership training (PROTON, 2026). According to Iskandar and Burhan (2020), career development can improve employee performance and their flexibility. The company fosters future talent in automotive science and technology through its organization called the Automotive High-Tech Valley (AHTV). Trainees can learn about potential career paths through hands-on experience in production, quality control, and the latest technologies (PROTON, 2026).

Furthermore, Proton's entry into Electric Vehicles (EV) opens up new avenues for upskilling, whether it is existing employees or new entrants to the workforce, who must acquire a new skill set in the areas of electrification, high-tech manufacturing, and new mobility solutions (PROTON, 2026). Zulkarnain et al. (2025) state that career growth is directly related to employee retention. This reflects its importance with regards to the maintenance of talented staff. As a result, the company's development program goes beyond the immediate jobs provided.

1.3 RECRUITMENT AND TALENT MANAGEMENT OF PROTON

1.3.1 Recruitment Channels and Candidate Attraction

Proton has many recruiting channels to attract candidates from wide ranging categories of professional. This portrays that the company requires diverse auto and business abilities (PROTON 2026). Candidates can submit their CV for review and set their preferred fields in engineering, manufacturing, sales, human resources, Information Technology (IT), or EV through Proton's official job board (PROTON, 2026). The company also encourages its external recruitment sources for the additional recruitment opportunities. For example, JobStreet, Indeed, and Jora. The postings on JobStreet show that Proton is looking for someone with a background in engineering, logistics, customer support, and recruiting.

In addition, Proton both years' out of college and experienced professionals can apply through the company's online jobs portal. This is expanding the recruiting scope at different levels of experience (PROTON MBF, 2026). Supian et al. (2021) state that the use of different recruiting channels is in line with the results that showed that there is a positive correlation between recruitment sources and selection techniques. This method with the direct hiring and external employment platforms can broaden the talent pool and create better access to the workers who have a range of skills and various levels of expertise (PROTON, 2026).

1.3.2 Talent Pipeline and High-Potential Talent Management

Proton's people management approach which emphasizes on high-potential talents and nurturing them into the next generation of professionals and leaders (Proton, 2025). The PYT Program started in 2018. The company has trained some of the young graduates and provides them hands-on experience in key automotive functions. This is helping to create an endless stream of talent for Proton (PROTON, 2026). The company has systematic work rotations, mentorship, project assignments, and performance evaluations to identify and groom for future roles (PROTON, 2026).

Furthermore, Proton collaborates with academic institutions as part of its programs such as the Proton Business Case Study Challenge. This helps to identify high-potential students and to offer selected students the opportunity to join the PYT programme (PROTON, 2025). According to Mensah et al. (2022), talent management strategies can improve employee performance. Recent studies in Malaysia show that talent management strategies can impact company branding and employee retention (Mediating Role of Employer Branding, 2026). As a result, the company's focuses on early identification of potential candidates and providing structured entry routes can further improve their future talent pool and succession planning and workforce sustainability in the long run (PROTON, 2025).

2.0 TOYOTA

2.1 INTRODUCTION TO TOYOTA

Toyota is an international automobile company that has a diverse portfolio of businesses including car manufacturing, mobility services, and technological development (Toyota Motor Corporation, 2026). According to Abdul Rahman (2024), Toyota's focus on increasing its competitiveness is based on its emphasis on quality, innovation, and sustainable mobility.

2.2 TALENT AND DEVELOPMENT OF TOYOTA

2.2.1 Structured Technical and Workplace Training

Organized training is provided to further develop technical skills and strengthen work approaches used by Toyota (Toyota Motor Corporation, 2026). According to Lim, Sabil and Abang Othman (2022), it includes experiential learning built upon the Toyota Way and the Toyota Production System (TPS). It helps employees to understand the production processes and apply these to the workplace. The Toyota Technical Education Program (T-TEP) is the extension of this program by UMW Toyota Motor in Malaysia. It provides an all-embracing Toyota training programme to institutions that are affiliated (Toyota Malaysia, 2025). T-TEP also provides equipment. For example, simulators of hybrid or electric engines. Trainees are able to get technical skills in the automotive technology that is rapidly changing through this program (Toyota Malaysia, 2025).

Furthermore, Toyota provides a structured learning environment, equipping participants with the necessary knowledge and skills through practical, hands-on experiences, and established practices through training sessions. Lim et al. (2022) state that ongoing education and enhancement of the workplace could strengthen sustainable lean manufacturing practices. The systematic and practical training that are built in the forming of Toyota has empowers workers and trainees with essential technical expertise is required for the automotive industry (Toyota Malaysia, 2025).

2.2.2 Employee Capability and Knowledge Development

Toyota cultivates its workforce by generating possibilities to enhance skills for forthcoming requirements (Toyota Motor Corporation, 2026). This encourages employees to improve their skills and help the company to progress (Toyota Motor Corporation, 2026). Toyota's research efforts on important topics create new opportunities by regarding the advantages for enhancing knowledge and skills in multiple areas. For example, high level of mobility and product development (Toyota Motor Corporation, 2026). The Young Talent Development (YTD) Program provides youths with exposure to the company operations and opportunities to boost their skills in Malaysia (Toyota Malaysia, 2026).

Furthermore, Toyota's approach encourages staff to learn through problem-solving, collaboration, and contribution to the development and delivery of products that meet customer needs. This helps staff to develop new perspectives on technology development in vehicles. Empowering employees is a key component of the Toyota Way by helping to make the processes better and apply lean ideas (Netland, 2024). As a result, there is a focus on developing Toyota's employees' skills, knowledge, and adaptability to support continuous growth and the demands of a changing future (Toyota Motor Corporation, 2026).

2.3 RECRUITMENT AND TALENT MANAGEMENT OF TOYOTA

2.3.1 Recruitment Channels and Candidate Attraction

Toyota uses several recruiting methods to attract people who possess various skills, experiences, or backgrounds (Toyota Motor Corporation, 2025). The company's employment portals allow candidates to view the job opportunities and apply for them. JobStreet also features Toyota job listings. This opens up the door to a diversity of applicants and different roles and areas. It also resorts to either direct or referral recruitment. The company is able to attract experienced professionals and fresh job applicants regardless of their educational backgrounds by employing this full recruiting strategy.

Furthermore, human qualities such as work initiative, collective effort, and a sense of delighting in providing their contribution to Toyota are valued (Toyota Motor Corporation, 2025). These criteria can help ensure a better fit of applicants and organisational needs. Supian et al. (2021) revealed that the recruitment and selection sources are significantly related with talent management. According to Tong, Tong, and Luo (2022), job applicants' attitudes toward company recruiting platforms may be improved through creating a positive image of the company. As a result, the company's introduction of digital, direct, and referral strategies could potentially help widen its talent pool and attract candidates who are a good fit for the company's needs.

2.3.2 High-Potential Talent and Employee Engagement

Toyota is building talent by creating a culture that encourages and inspires people to learn, grow, and grow up to their full potential (Toyota Motor Corporation, 2026). According to Jayamaha et al. (2024), collaboration and individual contribution being important aspects of talent management. Toyota also provides opportunities for young talent to gain organizational experience through their programs and play a vital role in the company for potential candidates to be identified (Toyota Malaysia, 2026). The YTD Program of Toyota can be used as a pathway to grow and engage talented young people within the company (Toyota Malaysia, 2026).

Furthermore, Toyota emphasizes the need for employees to be included by encouraging communication, collaboration, and opportunities to contribute ideas and improvements (Toyota Motor Corporation, 2026). According to Abdullahi et al. (2022), these techniques are potentially useful in increasing workers commitment to the company and encouraging them to help the company to attain its goals. As a result, the company has created a talent management approach that emphasizes employee cooperation, organizational effect, and the identification of talent. This is aiming to ensure a skilled labour force and increase Toyota's long-term productivity (Toyota Motor Corporation, 2026).

3.0 COMPARATIVE ANALYSIS BETWEEN PROTON AND TOYOTA

3.1 COMPARATIVE ANALYSIS OF TRAINING AND DEVELOPMENT BETWEEN PROTON AND TOYOTA

3.1.1 Proton Training vs. Toyota Training

Dedication to pragmatic and industry-related education can be seen in both Proton and Toyota. However, there are differences in their methodologies' organizational priorities. Proton prioritises TVET through apprenticeships, certification, practical learning, and competency-based programs such as the Proton Skills Challenge (PROTON, 2026). Toyota likewise integrates systematic training with experiential learning in the workplace via its TPS and T-TEP that has educated almost 7,000 graduates in Malaysia (Toyota Malaysia, 2025). It appears Proton values technological competence over everything else. Meanwhile, Toyota puts training within its well-known manufacturing principles.

3.1.2 Proton Development vs. Toyota Development

Proton and Toyota build their workforce through nurturing the talents with an aim to build up the talent level for the future. However, there are different emphases to their approaches to development. The PYT is one of the avenues where Proton focuses its attention on cultivating the young Malaysian talent. Technological progress, improvement, and knowledge development represent key parts of the Toyota Way (Toyota Motor Corporation, 2026). This shows Proton's direction is more geared towards the future talent and industry relevance. Meanwhile, Toyota aims to continually learn and build the knowledge of the company.

3.2 COMPARATIVE ANALYSIS OF RECRUITMENT AND TALENT MANAGEMENT BETWEEN PROTON AND TOYOTA

3.2.1 Proton Recruitment vs. Toyota Recruitment

Proton and Toyota employ various recruitment strategies to attract candidates. However, the methodology suggests different priorities of workers. Proton targets the engineering, manufacturing, and commercial sectors through external recruiting options via its career platform (PROTON, 2026). Toyota has expanded its recruiting initiatives with external parties to involve a diverse range of skills and talents with employee recruitment programs like direct hiring and referrals (Toyota Motor Corporation, 2025). Therefore, Proton's focus is on building local graduate programmes. Meanwhile, Toyota has recruited young people while hiring more experienced people.

3.2.2 Proton Talent Management vs. Toyota Talent Management

Both Proton and Toyota employ people management strategies to form sustainable workforces. Proton does more to identify talented new talents. The university case contests help Proton sees potential in students and enhances their talent for the future (PROTON, 2026). Employee involvement, respect, collaboration, and continuous improvement are the factors in personnel management that Toyota has prioritized. Jayamaha et al. (2024) was also pointed out the importance of personnel development and cooperation in the Toyota Way. This shows most of Proton's work with staffing is pipeline-based. Meanwhile, Toyota adopts a holistic approach focusing on enhancing the competence of the company.

4.0 CONCLUSION

In conclusion, Proton and Toyota have good practice in training, development, recruitment, and people management. Proton places a strong emphasis on nurturing local talent and capabilities. Meanwhile, Toyota highlights the constant need for improvement, learning, and engagement of people. These two methods are beneficial to the competitiveness of the company.

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