

UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT

HUMAN RESOURCE MANAGEMENT

Examination

2013 - 2014

BAM III – NKOZI Campus

Date: Thursday 12th December, 2013

Time: 10.00 am to 1.00 pm

Instructions

1. **Do not write anything on the question paper**
2. Read the story and questions carefully. Attempt four questions.
3. Do **three** questions from section A and **one** question from section B.
4. Question **one** and **two** in Section A are compulsory.

SECTION A

AMAZING COMPANY LIMITED

Amazing Company Limited has been in existence for twenty five years and is praised for its success as a producer of high quality shoes in a variety of sizes, colour and make to different customers ranging from age one to seventy years. In addition, the company sells shoes accessories such as shoe polish, shoe laces, and so on. The third department deals with shoes' repair as an extension intended to capture low income earners in the locality who are interested in such services. Because of undesirable experiences, the company has a policy of hiring those people who are well known to the owner, manager or employees. Recruitment and advertising are basically through word of mouth.

Selakam the owner of Amazing Company Limited hired Fasta as a general manager on merit and reputation within the community. As soon as he was reinstated in his position he was given the liberty to implement human resource functions in addition to running the entire enterprise. Among the people he recruited was Banjo, a lady with good credentials who proved to be capable and helpful too. Later this lady was promoted to the position of a departmental manager. She performed very well and the manager was impressed to the extent of treating her as his assistant. In fact they made a great team that enabled the company to get more sales amounting 20% above the targeted goal. However, anyone who questioned about their decisions was resisted in every conceivable way or terminated. For this reason an intelligence system was put in place to protect their interests. Also each department had a cashier who did a good job at information seeking and updating the team.

Despite all the above strategies, employees had some part-time jobs elsewhere and were paid handsomely compared to Amazing Company Limited. Others left the company without a word although some employees had self-satisfying linkages that compelled them to remain with the company. Sales started to dwindle and also some items were disappearing mysteriously. Fasta, felt that something was going wrong and conducted a study which revealed the following information.

Table: 1. Findings of the Study

Age range	Percentage	Salary Range (Ugsh.)	Education	General Performance
20-24years	80%	400,000 – 800,000	Senior six leavers, with no course or workshop in Management	Below average, too high absenteeism and low retention
35- 40	15%	600,000 – 1,000,000	BA and had some seminar about management	Stable and promising performance
55- 65	5%	800,000- 1.500,000	Senior citizens with various educational backgrounds	Performance high characterized by distilled experience

Fasta presented his findings to the boss who called the board to rescue the situation. While the board was in its meeting one of the cashiers brought in a resignation letter from Fasta. The board suggested the establishment of the Human Resource Department, recruitment of a human resource Manager and Banjo to act as an assistant to the General Manager. At the same time Salakam, the owner of the company decided to be its general manager. Salakam approached you as a fresh graduate who studied Principles of Management, Organization Behaviour, **Human Resource Management** and other business courses for assistance. He has two options for you namely: to assist as a consultant or to accept his offer of occupying the position of the human resource manager. You gladly accepted the position since you have been searching for a job for some time.

Question One

Identify any 5 human resource functions applied by Amazing Company Ltd.

- a) Define each function (5 marks)
- b) Show its relevancy to the managing of people at work (20 marks)

Question Two

Make a **job description** and **Job specification** as separate documents for the position of a human resource manager (25marks)

Question Three

Mention any 5 major problems the company is facing and provide a solution for each (20 marks)

Question Four

Since you accepted to take up the challenge of becoming the human resource manager of Amazing Company Ltd:

- (a) Show the plan of your activities (10 marks)
- (b) Give 5 reasons why you are likely to succeed in your job (10 marks)

SECTION B

Question One

- (a) What is the difference between training and developing employees? (5 marks)
- (b) Highlight any 5 roles of the human resource manager in the training of employees? (20 marks)

Question Two

- a) What is Performance Evaluation? 5 marks
- b) Discuss any five methods of performance appraisal showing their importance in the management of human resources. (20 marks)