UGANDA MARTYRS UNIVERSITY, NKOZI/LUBAGA CAMPUS

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT
DEPARTMENT OF MANAGEMENT SCIENCE
BAM III & Bsc Acc & Fin III, BPSCM III, BIBM III, BAEM II
COURSE UNIT: HUMAN RESOURCE MANAGEMENT

DATE: Friday, 21st January 2022

Time allowed: 9:30am -12:30pm

Instructions to Candidates:

Read the following before answering the examination questions.

1) Do not write anything on this question paper.
2) Write neatly and show all workings clearly.
3) Start every question on a new page
4) Clearly state the question number & sections attempted
5) Answer 3 questions in total
6) Section A is compulsory
7) Answer 2 questions from section B

Section A (Compulsory)

Nelson Ssentongo's Problem

As a new member of the board of directors for a local bank, Nelson Ssentongo was being introduced to all the employees in the home office. When he was introduced to Ruth Asiimwe, he was curious about her work and asked her what the machine she was using did. Asiimwe replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for two months. However, she did know precisely how to operate the machine. According to her supervisor, she was an excellent employee.

At one branch offices, the supervisor in charge spoke to Ssentongo confidentially, telling him that "something was wrong," but did not know what. For one thing, she explained, employee turnover was too high, and no sooner had one employees been put on the job than another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new employees as they came and went.

All branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit.

After touring the 22 branches and finding similar problems in many of them, Ssentongo wondered what the home office should do. The banking firm generally was regarded as being a well-run institution that had grown from 27 to 197 employees during the past 8 years. The More he thought about the matter, the more puzzled Ssentongo became. He couldn't quite put his finger on the problem, and he didn't know whether to report his findings to the president.

Questions:

1. What do you think is causing some of the problems in the bank's home office and branches? **(20 Marks)**
2. If you were Nelson what would you do first? Explain in details giving examples. **(10 Marks)**
3. What role should the Internet play in the HR functions? **(20 Marks)**

Section B.

Question Two

The following are methods of collecting Job analysis data, pick 5 of them and explain how you would use each as a human resource manager of an organization **(25 Marks)**

a. Work Diary/Logs

b. Interview

c. Critical Incidents

d. Technical Conference Method

f. Functional Job Analysis

g. Observation Method

h. Questionnaires

Question Three

The Uganda Police Force has been subjected to considerable criticism in recent years. The first criticism is from some of the citizens of Uganda who complain of brutal harassment and slow response to emergency calls. The second is from the corruption alert company which found that the Uganda Police Force had a poorer record on crime prevention and convictions for crime than any of the other country in Eastern Africa.

As well as a number of other measures, the Uganda Chief of Police has accepted a recommendation from the head of human resources to implement a performance appraisal system linked to a performance-related payment (PRP) system. A spokesman for the Association of Police Officers has objected to the proposed appraisal and PRP systems on the grounds that limited government funding and the poor socio-economic conditions of Uganda will make the system unworkable.

Required:

(a) Explain the purpose of performance appraisal. Discuss how the Uganda Police Force could use the information from the performance appraisal system to improve the performance of its police officers. **(8 marks)**

(b) In the light of the comments made by the spokesman for the Association of Police Officers, discuss the potential problems associated with the introduction of the proposed performance appraisal system and performance-related payment system **(17 marks)**

Error cause of criticism

Question Four

With reference to an organization of your choice, describe career development strategies

(15 Marks)

Discuss the career management practices that should be adopted in the organization you have chosen **(10 Marks)**

Question Five

a) Daniel is a Director of human resource department at Centenary bank, he is required to design a training and development program for all employees. Discuss the steps Daniel should take to design an effective training program **(10 Marks)**

b) Identify the indicators of the need for employee training and development **(15 Marks)**