

UGANDA MARTYRS UNIVERSITY

**FACULTY OF BUSINESS ADMINISTRATION &
MANAGEMENT**

DEPARTMENT OF MANAGEMENT SCIENCE

COURSE: HUMAN RESOURCE MANAGEMENT

Course Code: HRM 3105

Instructions:

Answer a Total of Four Questions

Question one is COMPULSORY

DURATION 3 hours

Question One

Namisindwa CAO under fire for hiring more staff

Wednesday, August 10, 2022

By Yahudu Kitunzi Reporter, Daily Monitor

The Ministry of Public Service has unearthed loopholes in the recruitment of staff in Namisindwa District in the Financial Year 2021 to 2022.

The Chief Administrative Officer (CAO) is accused of illegally recruiting and appointing civil servants without following the public service guidelines.

The details are contained in a July 4 letter signed by the Permanent Secretary to the Ministry of Public Service, Ms Catherine Bitarakwate Musingwiire.

Mr Musingwiire faults the CAO, Mr Franco Olaboro, for illegally recruiting 72 civil servants in excess of the staff ceiling and wage bill without the approval of the district and the Public Service Commission.

The ministry indicates that 222 staff were recruited in the district instead of 150.

"The ministry has established that Namisindwa District local government violated the clearance issued by recruiting numbers over and above what had been cleared," the letter reads in part.

"This state of affairs will inevitably lead to wage shortfalls and unnecessary accumulation of arrears. Already, the Ministry of Finance, Planning and Economic Development has guided that all wage shortfalls arising out of such practices will be financed using the non-wage recurrent allocations of the vote, because the government will not give supplementary funding arising out of irresponsible practice," the letter further reads.

Mr Olaboro, however, said the recruitment was done legally after the exercise was approved by the council and District Executive Committee.

He blamed the delay to pay newly-recruited staff on human resource officers. "This is a common delay in most districts where human resources officers are a problem. It is the reason why Mr Robert Walukano, the human resource officer, was removed as head of human resource for demanding money from new staff and pensioners," Mr Olaboro said.

Mr Walukano, however, dismissed the allegations saying by the time the district conducted the recruitment, he was on leave.

The Permanent Secretary also directed the CAO to explain why disciplinary action should not be preferred against him.

Ms Juliet Namono, a former teacher, said there is over staffing in the different departments in the district.

"This has caused several staff to miss payment for over seven months," she said.

Mr Emma Bwayo, the district youth councillor, said more than 22 extension workers and 19 Community Development Officers (CDOs) are yet to access the payroll.

"Some CDOs are sharing stations. This has caused a lot of irregularities on the payroll system," he said.

However, the chairperson of Namisindwa District, Mr Jackson Wakweika, said the district has the wage to pay all the recruited staff.

"We recruited the new staff because we have the wage and when someone has died or retired from the service, the law allows us to replace them," Mr Wakweika said.

He, however, confirmed that some of the new staff have not accessed payroll due to technical issues.

Staff complain

The newly-recruited staff have raised complaints against the CAO for failing to register them on the district payroll. The extension workers, who were recruited and given appointment letters and posted in December last year, have not received salary for more than six months.

In a July 4 letter, they tasked Mr Franco Olaboro, the CAO, to explain why they have never received payment and yet they were recruited and continue to work for the district.

Mr Robert Wamai, an elder, implored the State House Anti-Corruption Unit or the Inspector General of Government to investigate the scam.

"There is a lot of corruption in the district. It needs to be cleaned if we are to see improved service delivery," he said.

In 2019, District Service Commission officials in Namisindwa were accused of soliciting bribes from applicants for job interviews in the district.

With reference to the above article,

A. What are the human resource management issues raised? (13 marks)

B. Basing on the knowledge in the Human Resources Management course and your exposure / experience, provide at least 6 recommendations on improving the situation in Namisindwa District (12 marks)

Question Two

The Ministry of Public Service is the process of restructuring government agencies. The Permanent Secretary has invited you to provide expertise to the process.

A. With reference to your human resources knowledge, elaborate on the importance of job analysis. (13 marks)

B. In your conversation with the Permanent Secretary, she states that this is the 3rd time the Ministry is doing a job analysis for Government agency jobs.

What do you think could have gone wrong in the previous job analysis processes? (12 marks)

Question Three

Making reference to the Vice Chancellor of Uganda Martyrs University,

A. What are the desirable job specifications you believe are key to position holder. (13 marks)

B. Discuss the advantages of having job specifications in an institution. (12 marks)

Question Four

It is a requirement that all undergraduate courses of Uganda Martyrs University must go for internship.

With the opinion that internship is actual work

A. Recommend any 3 performance appraisal methods that should be used in the internship process. (15 marks)

B. What are the human resource department challenges an intern would face at the work place. (10 marks)

Question Five

As one of the best students in 3rd Year, you have been invited to Mpigi District Local Government (Mpigi DLG) to discuss human resources.

A. Elaborate on the importance of human resources planning in Mpigi DLG.

(13 markss)
B. Discuss at least 6 challenges you believe Mpigi LDG is facing in implementing human resources planning. (12 marks)

Question Six

Uganda Martyrs University is seeking to fill the Administrator vacancy. Below is an advert:

.....
Advert Posted on 30th November 2022

Job Title: Administrator (3 Vacancies)

Organisation: Uganda Martyrs University (UMU)

Duty Station: Nkozi, Uganda

Job No. UMU/ADM/01/2013

About UMU:

Uganda Martyrs University is a private university in Uganda. The main campus is in Nkozi, a small town, approximately 84 kilometres, by road, west of Kampala, the capital and largest city in Uganda, on the Kampala-Masaka Highway.

Key Duties and Responsibilities:

- The job holder will assist the Dean in the compilation of course outlines, syllabi/ reading lists in handbooks produced by staff as well as reading lists by the same.
- Prepare and distribute course assessment forms to their faculty at the end of each semester for students' feedback. These forms are returned to the Dean and make sure that the raw data is transformed into useful information.
- Prepare the final mark sheets to be distributed with the exam questions
- Assist prepare data files for entering students results letters at the end of each semester
- Collect course work mark sheets by Friday of reading week and final assessment marks one week after the final assessment and enter data as collected
- Carry out any other duties as may be assigned to you by relevant authorities.
- Filing, typing, photocopying, taking minutes and any other duty as may be assigned.
- Any other duties as may be assigned to you by higher authorities.

Qualifications, Skills &

Experience:

- The applicant should be a holder of a Bachelor's Degree. Preferred degrees are in Administration , Business Administration , or Social Sciences from a recognised Institution.
- The candidate should have relevant work experience and must be computer literate.

How to Apply:

All suitably qualified candidates should send their applications with an up-to-date CV, copies of relevant documents (certificates), a current day telephone contact and email address and each application should be accompanied by three confidential recommendations in sealed envelopes from referees to:

Director, Human Resources,
Uganda Martyrs University,
P. O. Box 5498, Kampala, Uganda.

Deadline 8th December 2022.

- a) Write an application letter for one of the Administrator vacancies advertised for by Uganda Martyrs University. (**15 marks**)
- b) With illustrations, elaborate on the recruitment process that Uganda Martyrs University will follow in appointment of the Administrator. (**10 marks**)