

UGANDA MARTYRS UNIVERSITY NKOZI
FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT
BAM III SEMESTER 1 FINAL ASSESSMENT, 2014/2015
HUMAN RESOURCE MANAGEMENT

Date: 5th NOVEMBER 2014

Time allowed: 3 hours

Instructions

- I) Answer four questions in all
- II) **Question one is compulsory**
- III) Do not write on the question paper
- IV) Give examples where applicable

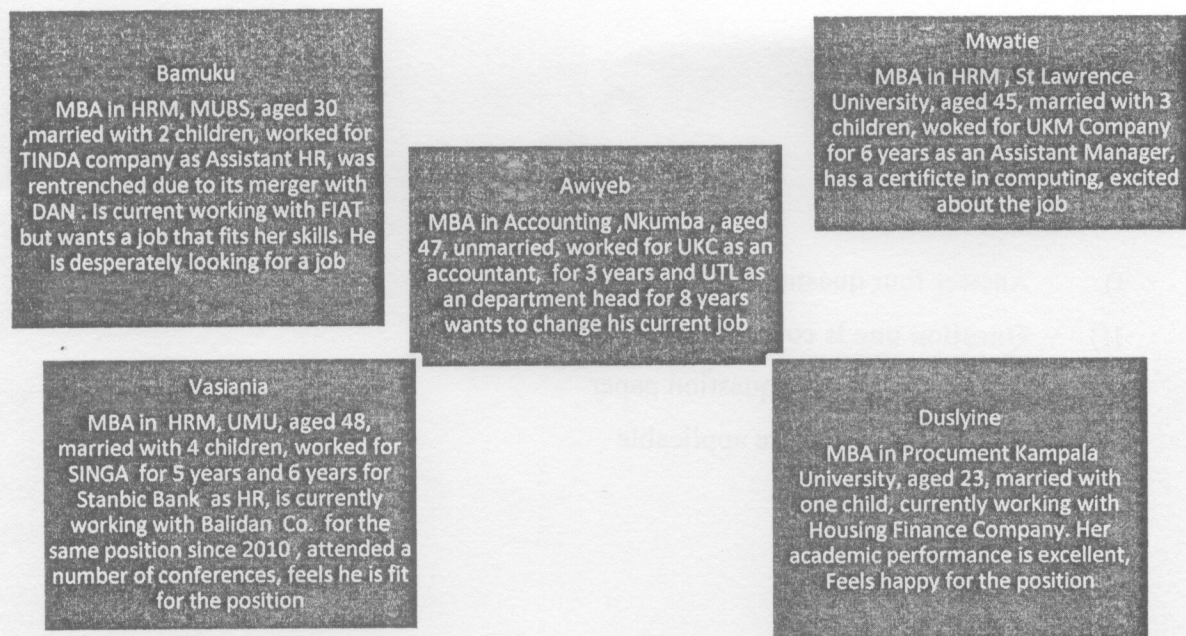
Question one (Compulsory)

CASE STUDY: NOTSURE COMPANY LIMITED (NCL)

Read extracts and information provided after the interview and answer the questions.

Notsure Company Ltd. had managerial problems which resulted in Employee turnover, poor performance and low profits. It currently hired a new general manager Mr. Weijahi who made consultations with stakeholders and the Board. Following the recommendation of the Board, Weijahi must recruit a Human Resource Manager for Notsure. Because he is reorganizing the company's operations he hired you as an expert in Human Resource Management to help him identify a capable candidate and recommend him/her for the job. Minimal requirement of the job: MBA in relevant field. Five candidates submitted their applications and documents. The following are extracts from their documents about their life history.

Figure 1: Who is the best Candidate?



When the candidates reported for the interview the following observations were made:

Mwatie left the panel wondering and some employees peeped through windows to see what type of person she was. She was the talk of the day. Awiyeb looked a bit old but interesting. Duslyine

was enthusiastic, chatty and humorous. Vasiaania looked conservative but knowledgeable with a sense of humour. Bamuku was cool, calm, steady and receptive.

Required:

- a. Who should be hired? Give five reasons for your choice **(20 marks)**
- b. Explain why each of the other candidates should not be taken **(20 marks)**

Question two

The company you are working for is experiencing the problem of turnover which has created a shortage in employees as well as production and profits. The Board has requested you to recruit new employees.

- a) Mention and explain three major steps that you will take to recruit capable employees for your organization. **(6 Marks)**
- b) The common selection tool that is likely to fetch you the best candidates is an interview. Explain the three steps you would take to conduct a successful interview (list 5 items for each step) **(14 Marks)**

Question three

Explain how you would use ranking method and critical incident Method in performance appraisal using illustrations. **(20 Marks)**

Question four

Weshalsee and Isuspected had a test in Human Resource Management. Since both of them missed some of the lectures they misfired on some of the questions. The question they did badly concerned the general understanding of HRM and the lessons they learnt from taking the same course unit. Challenge these students by answering both questions and prove that you attended the lectures.

- a) Show your understanding of HRM in one page only (8 Marks)
- b) Mention and explain five major lessons you learnt from HRM course unit (Two pages only) (12 Marks)

Question five

- a. You are the HR Manager of Tweterane Microfinance (U) Limited; and the organization is looking for a loan Officer for their branch in Mityana. Draft a job advert which will run in the Daily Monitor on 30th November 2014. The applicants are supposed to send the applications to your office. (It should be strictly one page). (12 marks)
- b. As a HR Manager, explain the process you will go through in order to come up with the best candidate? (8 marks)

Question Six

A recent research conducted in Rukundo group of companies revealed that the organizational performance is declining which the manager largely attributed to lack of enough training of the employees. He suggested that the organization should invest in a training program.

- a. Clearly list and explain the procedure to be followed if the manager's suggestion is to be considered by the organization (12 marks)
- b. Assess the significance of training to the organization. (13 marks)