

UGANDA MARTYRS UNIVERSITY, LUBAGA CAMPUS

FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT

HRM 3101: Human Resource Management

Date: Tuesday, November 29th, 2016

Time allowed: 3 hours:

Instructions to Candidates:

This paper contains six questions.

Candidates must complete any **FOUR** questions, **Question one is compulsory.**

Read the following before answering the examination questions.

- 1) Read each question carefully before you answer.
- 2) Number the answers to the questions clearly before answering.
- 3) Please write as neatly as possible as illegible handwriting cannot be marked.
- 4) Do not write anything on this question paper.

Question One **(Compulsory)**

Nesco is a large manufacturing company, currently facing major problems in how to motivate its workforce and how to manage rewards.

For years, the company used both intrinsic and extrinsic rewards to motivate its otherwise low-paid employees.

This method worked very well during the period of the company's growth in the 1990s.

Employees felt that their contribution was paying off for the company and for themselves and, as a result, tended to be highly motivated and loyal.

The start of the new century, however, has not been kind to the company. Increased competition has resulted in a decline in revenues and profits, and the share price of the company has been on a downward trend. This decline has significantly reduced the value of the individual portfolios which employees have amassed through the generous share incentive scheme. The company has noticed recently that the motivation and loyalty of employees have begun to decline.

The problems that the Company has experienced are related to how the reward system is designed and some employees believe it is not fair, this has affected their job satisfaction and in addition the criteria on which rewards are distributed is not clear to the employees of the Company.

(a) As a student of human resource use examples to highlight on the following terms as used in the scenario. Intrinsic motivation, extrinsic motivation, Reward system and job satisfaction

(8 marks)

(b) What do you think are some of the factors that affect the employees' job satisfaction in the Company?

(10 marks)

(c) Advise the Company about the criteria on which rewards should be distributed if they are to be effective.

(7 marks)

Question Two

You have been invited to address the Management of Uganda Martyrs University on the topic "Performance appraisal". It is expected of you to define to the management what performance appraisal means and highlight to them with examples the various steps the University should follow to have an effective performance appraisal process.

(a) Elaborate your approach of the task given

(15 marks)

(b) Justify the limitations to performance appraisal

(10 marks)

Question Three

Discuss the various human resource management functions and how they influence employee performance in an organisation. Use examples for your answers. **(25 marks)**

Question Four

Assuming you are the Human Resource manager of Mukwano Company limited and the company wants to recruit a marketing manager.

Required

- (a) Prepare a Job Description, Job Specification and Job Analysis for the post **(15 marks)**
- (b) What measures would you take to deal with a problem of surplus labour force in an organisation **(10 marks)**

Question Five

- (a) Explain the relationship among human resource planning, job analysis, recruitment and the selection process. **(15 marks)**
- (b) Using relevant examples discuss the arguments for and against internal recruitment. **(10 marks)**

Question Six

A recent research conducted in UAP Insurance Company limited revealed that the organizational performance is declining which the manager largely attributed to lack of enough training of the employees and suggested that the organization should invest in a training programme.

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

END