

UGANDA MARTYRS UNIVERSITY, NKOZI/LUBAGA CAMPUS

FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT

DEPARTMENT OF MANAGEMENT SCIENCE

BAM III, BSC ACC & FIN III, BPSCM III SEMESTER TWO
2022/2023

COURSE UNIT: HUMAN RESOURCES MANAGEMENT/
PROCUREMENT AND SUPPLY MANAGEMENT

DATE: Monday, 22nd May 2023

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 FOUR Questions
6. Question ONE is COMPULSORY

PERFROMANCE MINDSET

By Caroline Mboijana Friday, April 21, 2023

Organizations have different ways of managing performance; some organizations are more mature than others regarding this HR topic.

I am a middle-level manager and currently managing a team of ten officers. I am relatively new to the organization though familiar with leading teams. I completed my probation period and have been working with the team. I note that in this organization, team and individual performance is an area of concern. I have noted there is no systematic process in place to manage performance, and as a result, I find each member has a different understanding of what they are expected to deliver. Managing their performance has therefore been very difficult. How would you advise me to address this situation without causing disruption? Robert

Hello Robert, many may not want to “disrupt” the status quo, but sometimes it is required if you want to innovate, improve and be successful. If you do not address the situation, there will come a point where you will be managed. Remember you will be held accountable for your team’s performance. I will answer your question in two parts. This first part is about mindset and environment, and next week I’ll talk about tools that can help you.

Organisations have different ways of managing performance; some organisations are more mature than others regarding this HR topic. In addressing this matter, you should reflect on the organisation first and understand how at the organisation level the leadership measures performance; this appreciation will provide you with the context of what you are observing with your team. You can also reflect on the culture of the organisation regarding this area. Speak to other managers and check whether they are observing the same. Be mindful that they may not have an issue with the status quo, and your observations are being made with a “fresh pair of eyes”.

In the context of the above, you need to speak with your Supervisor and the HR team about your concerns, but more importantly, you need to present your solution so they can appreciate your concerns.

A straightforward, quick win is to present a solution in the form of a team-building activity, where the team leaves the work environment and has space to think about what they do and why. You need to be prepared to receive feedback on the challenges they face and be ready to address them, especially if those challenges negatively impact the quality of their performance. The team building session should build a feeling of comradery and ownership of what they do and how they want to work. With that in mind, you can gently introduce the team to having a common understanding of performance as well as individual and team goals and targets. These are agreed upon and signed off by the group, creating ownership. In addition, the session may also allow you to define the team culture they want including the dos and don’ts that each team member agrees to abide by. This can be simple things like; having team meetings on a bi-weekly basis and members agreeing to give reporting updates on their work every month; the team may also decide to come together to solve problems, and you, as the team leader, may commit to have monthly session one on one session to discuss members success and challenges. These may

sound simple and basic, but what is happening is setting the environment and culture for members to work together to perform.
Start with baby steps by changing your team's mindset and appreciation of the importance of performance. Good luck

Caroline Mboijana, Managing Director, The Leadership Team (U) cmboijana@gmail.com

Question One

With reference to the above passage,

- a. Discuss the contemporary human resources issues facing Uganda.
- b. Elaborate on the challenges human resources face in solving the above-mentioned concerns

SECTION B

This Section is to be answered with Reference to Uganda Martyrs University

Question Two

There are concerns about the objectivity of how the Dean of the Faculty of Business Administration manages the faculty staff

- a. Recommend with justification any 3 methods in which the performance of a lecturer of the Faculty of Business Administration and Management should be appraised. (15 marks)
- b. What challenges would the Dean of the Faculty of Business Administration and Management face in ensuring proper performance appraisal. (10 marks)

Question Three

The Management of Uganda Martyrs University has decided to ensure better quality of all the services offered in the University.

- a. Elaborate on any key recruitment processes that must be followed in recruitment of any staff in the University.
- b. Using an example of any position in the University, justify the importance of job analysis in the recruitment process.

Question Four

Many organizations claim that they are under stress because of failure to manage their staff. It is claimed that staff no longer feel the importance of work and performance has dropped.

- a. Provide at least 5 reasons on the importance of staff training in
- b. Elaborate with at least 6 ways in which you will motivate the employees to change their attitude to work.

Question Five

You have completed your respective course in the Faculty of Business Administration and Management, and you have been invited for an interview as a Graduate Trainee.

You have been presented with 2 Questions.

Provide convincing answers for the following Questions.

- a. Using illustrations of your choice, discuss the importance of human resources management
- b. Why is it important to carry out career development of an employee.

Question Six

Read carefully the provided advert .

Job Title: Graduate Trainees – Finance and Accounting, Information Technology (IT), Procurement, Law, Human Resource (5 No Experience Jobs)

Organisation: Uganda Electricity Transmission Company Limited (UETCL)

Duty Station: Kampala, Uganda

About US:

Uganda Electricity Transmission Company Limited (UETCL) is responsible for bulk purchase of electricity from the generating companies and selling the electricity in bulk to the distribution companies throughout Uganda. UETCL is also responsible for all exports and imports of electricity to Uganda. UETCL envisions: "To become a leading strategic business partner in the transmission and Single Buyer Business and to support sustainable energy development in Uganda."

About ESI Graduate TraineeProgram:

ESI Graduate Skills Development Programme Uganda Electricity Transmission Company Limited (UETCL) has received funding from the Electricity Regulatory Authority (ERA) to facilitate a Graduate Trainee development programme for a period of three (3) years. The Electricity Supply Industry (ESI) is knowledge intensive and requires highly skilled personnel who can only be nurtured through industrial attachment of fresh graduates to enable effective mentorship to create a platform for graduates to begin and build a successful career.

Job Summary:

The Graduate Trainee will initially join on a one-year intensive on-the-job training during which period he or she will rotate in relevant departments of the Company to get acquainted with the functioning of the Company.

Qualifications, Skills and Experience:

- The applicants for the Graduate Trainee jobs should hold honours University Degrees in Law, Finance and Accounting, Information Technology (IT), Procurement, Human Resources and other fields related to operations of UETCL.
- Computer literacy skills
- Highly motivated
- High innovative
- Good team player.

NB: The applicant should have graduated in the last two years

How to Apply:

All candidates are strongly encouraged to send their applications enclosing photocopies of academic qualification certificates and testimonials along with their curriculum vitae indicating contact postal address, daytime contact telephone, fax or e-mail and giving three (3) referees to:

The Manager,
Human Resource and Administration
Uganda Electricity Transmission Company Limited
P.O. Box 7625
Kampala. Uganda

- a. Write an application for a Graduate Trainee Opportunity of your choice. (20 marks)
- b. Assume that you have written the application letter. How would you state your Referee in your Curriculum Vitae.

Assume the Dean of the Faculty of Business Administration is your Referee (5 marks)