FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 1/SEMESTER 2

COURSE CODE: MBA 724

NAME: HUMAN RESOURCE AND PERFORMANCE MANAGEMENT

DATE: 2025-04-22

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully

2. The time allowed for this examination is STRICTLY three hours

3. Read each question carefully before you attempt and allocate your time equally between all the Sections

4. Write clearly and legibly. Illegible handwriting cannot be marked

5. Number the questions you have attempted

6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks

7. Any examination malpractice detected will lead to automatic disqualification.

<u>DO NOT WRITE ANYTHING ON THE QUESTION PAPER</u>

Section A Section A is compulsory and carries 40 marks. Answer all questions in Section A

Question 1:

Case study

Sarah is a bright and capable undergraduate student interning at Jambo Uganda Ltd, a company developing computer technologies. She's working within a larger team developing a new apps for computers. While Sarah consistently meets deadlines for her individual tasks, her overall contribution to the project has been significantly slower than expected. In team meetings, she participates minimally, offering few suggestions or insights. Her supervisor, Mark, has noticed a pattern of procrastination and a reluctance to ask for help when facing challenges. Mark is concerned about Sarah's performance and its impact on the project's timeline. He's unsure of the best approach to address these performance issues.

Questions:

a) What are the potential reasons for Sarah's lagging performance? (10 marks)
   b) How should Mark approach a conversation with Sarah about her performance? (10 marks)
   c) What strategies could Mark implement to help Sarah improve her performance? (10 marks)
   d) What performance management tools or techniques could be helpful in this situation? (10 marks)

Section B There are SIX (6) questions in Section B; Answer any THREE (3) questions.

Question 1:

a) Citing relevant examples, explain why it is important for organizations to carry out Human Resource Planning in today's dynamic work environment (10 marks)
b) Explain the various activities involved in the process of Human Resource Planning (10 marks)

Question 2:

a) What do you understand by the term Rewards systems in the organization? (3 marks)
b) Citing examples, clearly differentiate between intrinsic and extrinsic rewards, and discuss how each can influence employee performance. (17 marks)

Question 3:

a) What is Performance Management? (5 marks)
b) Explain the key stages of a performance management cycle in an organization? (15 marks)

Question 4:

1. Assess the role of both the employer and the employees as far as complying with the statutory Labour laws of Occupational Safety and Health policy guidelines is concerned. (10 marks)
2. What approaches can Line Managers use to mitigate stress so as not to escalate to burnout and/or Depression among the staff members? (10 marks)

Question 5:

a) What do you understand by the term Performance Appraisal? (5 marks)
b) Identify some of the ways to motivate employees in order to improve their performance? (15 marks)

Question 6:

a) What do you understand by Human Resource Management and what are the main functions of Human Resource Management? (10 marks)

b) Discuss the challenges faced by Human Resource Management officers in today's dynamic business environment (10 marks)