INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

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

Question 1:

Case study:

"M-Pesa" a rapidly growing technology company, relies heavily on undergraduate interns to supplement its workforce. These interns, typically recruited from top universities, are crucial for project execution and innovation. However, M-Pesa has noticed a decline in intern engagement and productivity. Performance reviews reveal a consistent pattern: interns are completing their assigned tasks, but lack initiative, rarely participate in brainstorming sessions, and show little enthusiasm for the company or its projects. M-Pesa's current reward system focuses primarily on a modest hourly wage and occasional company-branded merchandise. There are no formal recognition programs, team-based rewards, or opportunities for professional development tied to performance. Management suspects the current reward system is failing to motivate and retain talented interns.

Questions:

1. From the case study, what did the Performance reviews reveal? (5 marks)
2. What aspects of the system are likely contributing to the poor performance of the interns? (15 marks)
3. Advise M-Pesa on a better rewards management system for the undergraduate interns which considers both intrinsic and extrinsic rewards. (15 marks)
4. Would gift vouchers qualify as monetary or non-monetary rewards in the case study above? (5 marks)

Question 2:

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:

Write short notes on the following motivational theories:

a) Maslow's hierarchy of Needs (5 marks)
b) Herberg's two factor theory (5 marks)
c) Expectancy Theory (5 marks)
d) Goal setting theory (5 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 steps should be taken to implement Succession planning in an organization? (10 marks)
b) What if you planned and even implemented a succession plan effectively in International University of East Africa; what would be different in your organisation? (10 marks)

Question 4:

a) Explain what you understand by the term Management Development (3 marks)
b) Discuss the major skills required for managers to perform at their fullest potential in an organization (7 marks)
c) As a manager, you have been tasked with developing a comprehensive management development program for International University of East Africa in order to improve the overall performance of the University. Discuss the key considerations you would take in designing and implementing this program. (10 marks)

Question 5:

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 6:

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 7:

a) Using examples, distinguish between "on-the-job training methods" and "off-the-job training methods" (10 marks)

b) Explain the factors to be considered when choosing a training method that will enhance the performance of the employees (10 marks)

Question 8:

a) As a post Graduate student in International University of East Africa, advise the management of the University on what needs to be done in order for it to be classified as a High Performing Organization/University. (10 marks)

b) Discuss the challenges the organization/University faces or is likely to face as it tries to become a High Performing Organization (10 marks)

Question 9:

a) What is Performance Management? (5 marks)

b) Explain the key stages of a performance management cycle in an organization? (15 marks)

Question 10:

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)

Question 11:

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 12:

a) What do you understand by the term Training? (5 marks)

b) What are the key benefits of effective training and development programs for both individuals and organizations? (15 marks)