INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 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:

1. Case study

Abbas solution Ltd. is a mid-sized software development firm. Recently, the management noticed a decline in the overall performance of its software development team. To address this, Abbas solution Ltd. introduced a new performance management and appraisal system that emphasizes regular feedback, goal setting, and employee development plans. Managers now hold quarterly performance reviews with their team members to discuss progress, identify areas for improvement, and set targets for the next quarter. Employees are also encouraged to participate in self-assessment and peer reviews as part of the process.

Questions:

1. What are the key components of Abbas solution Ltd.'s new performance management system? (10 marks)
2. How can regular feedback and goal setting improve employee performance? (10 marks)
3. What are the potential challenges Abbas solution Ltd. might face in implementing this performance appraisal system? (10 marks)
4. How can the organization ensure that the appraisal process is fair and motivating for employees? (10 marks)

Question 2:

Case study

ABACUS Manufacturing Ltd. recently appointed a new production manager, Ms. Rao, to oversee the factory operations. She believes strong leadership is key to improving productivity and employee morale. Ms. Rao implements a performance management system that includes setting clear targets, regularly monitoring progress, and providing constructive feedback. She also encourages team members to participate in decision-making and recognizes their achievements publicly. Over the next few months, there is a noticeable improvement in both the team's performance and workplace environment.

Questions:

1. How does effective leadership influence performance management in ABACUS Manufacturing Ltd.? (10 marks)
2. What leadership qualities demonstrated by Ms. Rao contributed to the improvement in team performance? (10 marks)
3. Why is employee participation in decision-making important for performance management? (10 marks)
4. How can recognition and feedback impact employee motivation and productivity? (10 marks)

SECTION B

There are SIX (6) questions in Section B; Answer any THREE (3) questions. Each question in Section B carries 20 marks.

Question 1:

a) Explain the importance of human resource planning in any organization of your choice (10 marks)

b) How does effective HR planning contribute to organizational success during times of change? (10 marks)

Question 2:

a) Citing examples, differentiate between succession planning, replacement planning and human resource planning in the context of human resource management. (10 marks)

b) Explain why you think succession planning is important for long-term organizational stability? (10 marks)

Question 3:

a) Suppose a manufacturing company experiences a rise in workplace accidents despite existing safety protocols. What factors might have contributed to this increase in incidents? (10 marks)

b) What steps can the organization take to improve its occupational health and safety practices and prevent future accidents? (10 marks)

Question 4:

a) Imagine a company has recently experienced a decline in employee productivity and engagement. What potential factors could be contributing to this decrease in motivation? (10 marks)

b) What strategies can management implement to boost employee motivation and foster a more positive and productive work environment? (10 marks)

Question 5:

a) Explain the difference between performance management and performance appraisal? (7 marks)

b) Explain how regular performance feedback enhance employee development? (13 marks)

Question 6:

a) Explain the major skills required for managers to perform at their fullest potential? (10

marks)

b) Explain the aims for any management development program carried out in an organization (10 marks)

Question 7:

Write short notes on the following:

a) Coaching (5 marks)

b) Mentoring (5 marks)

c) Counseling (5 marks)

d) Consulting (5 marks)

Question 8:

a) What are different types of rewards used in organizations? (10 marks)

b) Imagine a company introduces a new performance-based reward system that is perceived as unfair by employees, leading to decreased morale. What factors might have contributed to this perception? (10 marks)

Question 9:

a) Suppose a company is experiencing declining employee engagement and frequent misunderstandings between departments. How might poor communication contribute to these issues? (10 marks)

b) What strategies could the organization implement to improve internal communication and enhance overall collaboration (10 marks)

Question 10:

a) Explain some of the key characteristics of effective leaders that can stimulate or improve performance in the organization? (10 marks)

b) Imagine a company where the leadership style is highly authoritarian. What potential impacts could this leadership approach have on employee motivation and teamwork? (10 marks)

Question 11:

a) Suppose two departments in a company are in frequent disagreement over resource allocation, resulting in project delays and low team morale. How might poor conflict management have contributed to this situation? (10 marks)

b) What conflict resolution strategies could the organization adopt to address and resolve these inter-departmental disputes effectively? (10 marks)

Question 12:

a) Imagine a company relies heavily on a single key executive whose sudden departure could disrupt operations. What potential risks does this pose to the organization’s stability? (10 marks)

b) How can the organization develop an effective succession management plan to ensure leadership continuity and mitigate these risks? (10 marks)