INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 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

Question 1:

In Uganda industrial relations at the plant level are regulated by the Works Constitution Act. This law provides the works council with a variety of different-level rights to co-determination, consultation, and information on social and personnel matters, in questions pertaining to the organization of work and vocational training, and with respect to so-called “economic matters”.

However, this legislation imposes limitations not only on the manoeuvrability of management, but also on the scope of the works council. Thus the latter is bound by the “peace obligation” - that is, the works council is not allowed to take industrial action but has to refer conflictual matters to arbitration or appeal to the labour court. Its threatening potential thus is limited. Moreover, the works council can break off cooperation with management. If it is true that the works council is in a position to set limits to the latitude of management, it is also true that management is able to gauge the behaviour of works councillors. There is no asymmetry of power. The requirement to observe the peace obligation formally applies to both sides, but materially almost exclusively affects the works council (and the workforce). The legitimacy of these regulations is unquestioned among the representatives of the interested parties.

The works council is an institution fully accepted by the company director and the entire company management. However, the position of the works council in the firm is dependent on the specific function assigned to it by the company management. This function consists of the works council performing subtasks of a staff division concerned with “company order and social matters”. A major task of the works council is to “get things straight” concerning the issues arising in the firm's day-to-day functioning. It thus complements and in part even replaces the personnel department. The assignment of such regulative functions to the works council requires a high degree of consensus to exist with respect to the use of labour and the general company objectives. The works council also assumes the functions of an “ombudsman” and “trouble-shooter”. Thus, the works council is

expected to make manageable personnel conflicts (e.g. grievances, complaints) that may arise at the department or workplace levels through taking action in terms of securing reasonable company management.

The adoption of these functions provides the works council with an unchallenged “managerial position” regarding the everyday problems arising in the firm. Production manager and works council chairman often sit together to discuss, and often immediately resolve, problems of labour utilization as they arise.

Apart from his participation in the settlement of the firm's day-to-day problems, the chairman of the works council is involved in another institution which, next to the authority of the company director, is the major decision-making body in the firm. This institution performs the function of an in-house “centre for social matters” and is composed of the production manager, the personnel manager and the works council chairman. This “tripartite board” takes action in cases of transfers, displacements, or requests for upgrading and the like. Although the company director has reserved for himself the right to take the final decision on any issue, this tripartite board is to be seen as an important instrument of overall company management.

Questions

1. What is the concept of employee participation in management and/or decision-making and what are its scope, objectives and prerequisites? 20marks

2. Discuss different forms of employee participation and identify the features that have contributed to their success in productivity improvement and industrial relations. 10marks

3. What is the significance of small group activities for promoting employee participation and productivity improvement? 10marks

Question 2:

Mercy is the owner of her own restaurant, Tumuni foods, which caters to a diverse range of customers. It is located on the first floor of an old factory warehouse in Kansanga. It serves everything from customarily

Local food (Matooke, Luwombo, and the like) Western food (burgers, pizzas, and the like) to Eastern food (Indian cuisine, and Asian-inspired dishes), and is open from Monday to Sunday, 8:00am to 8:00pm for breakfast, lunch and dinner.

Mercy's staff includes two managers: Patrick, is in charge of the kitchen staff, and Hamza, is in charge of the wait staff. The kitchen staff consists of 20 people, and the wait staff of 10.

Due to the popularity of her restaurant, Mercy has hired a contractor, Muhamed, who is in charge of helping her physically expand her restaurant to include the second floor of the building she is currently in.

As Mercy is invested in the health and safety of her current and new staff, she has notified Muhamed to inform her of any additional resources he may need in terms of health and safety during these expansion activities, which she will willingly provide. This resource allocation also applies to any health and safety concerns within her restaurant as it currently is.

In order to complete this job, Muhamed has a workforce which includes one plumber, his two assistants, four painters, two electricians, six builders, and a trained supervisor. Muhamed has also hired a subcontractor (after consulting and coming to a documented agreement with Mercy) due to his busy schedule. This sub-contractor will report directly to Muhamed, and ensure Mercy is kept aware of the health and safety, as well as construction developments on her site. Keeping Mercy aware of this information will allow her to enforce compliance with health and safety processes, procedures and standards, by Muhamed and his employees.

Muhamed has ensured that each member of his workforce has been given an identity badge and authorization card by Mercy, which need to be carried by the workers at all times while working at the building

site. He has also made it clear to that constant and clear communication around health and safety risks, processes and procedures while working at the restaurant is crucial between himself and his employees, and vice versa.

Mercy is not prepared to completely close the restaurant during this construction period, because of customer demand, the popularity of her restaurant, loss of potential income, and the possible duration of the expansion. As a result, Muhamed and his employees are required to bear customer safety and traffic in mind. The restaurant will now open from 2:00pm to 10:00pm for as long as is necessary for the construction.

Questions

1) As an owner, what are Mercy's responsibilities regarding the health and safety of her entire workforce - including the newly hired contractor and support your choices using evidence from the case. 10marks

2) Which safety rules, responsibilities and considerations has Muhamed acted upon in his role as a contractor and support your choices using evidence from the case. 10marks

3) Health and safety education should start with worker orientation when a worker joins the organization or is transferred to a new job. Orientation sessions normally cover different items as an explanation of the function of the work unit, organizational relationships, administrative arrangements, and various policies and rules. Explain the Items related to health and safety that should be included in the orientation sessions. 10marks

4) As a Human Resource Manager, how do you prevent violence and harassment in the workplace? 10marks

SECTION B

CHOOSE ANY THREE(3) QUESTIONS OF YOUR CHOICE

Question 1:

The scope of Human Resource Management refers to all the activities that come under the banner of Human Resource Management. Examine these activities. 20marks

Question 2:

Human resource management (HRM) involves the management of an organization’s workforce to achieve business objectives. This includes fulfilling the organization’s staffing needs and maintaining ideal workplace conditions. The HR department accomplishes this by utilizing HR strategies and procedures that focus on the organization's personnel. With relevant examples explain the roles of Human Resource Management. 20marks

Question 3:

Human Resource Planning is a proactive process that helps organizations anticipate and manage their workforce needs. It aligns human resource management with the overall strategic plan of the organization. By doing so, HRP ensures that the organization can respond effectively to changes in the business environment and maintain a competitive advantage. Elaborate on the importance of Human Resource Planning. 10marks

b) The Human Resource Planning process typically involves different steps. As an HR manager what steps would you take to ensure an effective HR Planning. 10marks

Question 4:

Human resource planning is important and not so easy to make. The planners face various problems while formulating human resource plans. Discuss the barriers/ challenges to HRP. 10marks

b) Examine the different approaches to Human Resource Planning . 10marks

Question 5:

A comprehensive JA programme is an essential ingredient of sound personnel management. It is the major input to forecasting future human resource requirements, job modifications, job evaluation, and the writing of job descriptions. It is of fundamental importance to manpower management programmes because of the wider applicability of its results. In reference to the above statement, discuss the Purpose of job analysis in any organisation of your choice. 10marks

b) As a human resource manager, critique on the different methods you would use to conduct a thorough job analysis. 10marks

Question 6:

With relevant and clear examples, write short notes on the following terms

Succession planning

Job rotation

Job enlargement

Employee promotion and Transfer
20marks

Question 7:

Recruitment plays a crucial role in ensuring that the organization has the right talent in the right positions to achieve its goals and objectives. Sources of recruitment refer to the various channels and methods through which organizations attract potential candidates. These sources can be broadly categorized into internal and external sources. With examples discuss the methods under both internal and external sources of recruitment. 20marks

Question 8:

Performance Appraisal methods vary depending on organizational preferences, job roles, and performance criteria. Explain the common appraisal methods both modern and traditional used by organisations

known to you. 10marks

b) what are the key reasons and purposes for measuring performance (conducting performance appraisals) 10marks

Question 9:

Getting over the barriers to performance appraisal processes can help you reduce turnover and improve employee performance. You know this, but it just seems that no matter what system you get into place, you can't see consistent improvement in employee performance in the workplace. Elaborate on the barriers to effective performance appraisal. 20marks

Question 10:

Investing in employee training and development offers numerous benefits to both organizations and employees as well, explain the benefits of Training and development to both the employees and the organisation as well. 10marks

b) The Kirkpatrick Model is a widely used framework for evaluating training effectiveness, consisting of four levels. In details, explain how you can use this model to evaluate training effectiveness. 10marks

Question 11:

Large organizations understand the need for a dedicated L&D strategy that develops leaders from within, upskills employees to become influential team members, and utilizes various learning methods and training techniques to drive skill acquisition. What are the most common employee training methods that organizations can choose from depending on their requirements and goals. 15marks

b) Explain the process of training. 5marks

Question 12:

Performance management is a long-term and continuous approach for

ensuring that an organization’s business goals are met by optimizing employee performance and efforts to match the stated goals effectively. Performance Management establishes a communication network between a manager and an employee throughout the year in order to achieve the company’s strategic objectives. In reference to the above statement, explain the principles of performance management . 10marks

b) Analyse the significance of performance management in organisations. 10marks