
CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**SECOND YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF
COMMERCE**

BCOM 45I: MANAGEMENT OF HUMAN RESOURCE PERFORMANCE

STREAMS: BCOM Y4S1

TIME: 2 HOURS

DAY/DATE: FRIDAY 14/12/2018

11.30 A.M - 1.30 P.M.

INSTRUCTIONS

- **Answer question ONE (COMPULSORY any other TWO Questions**

QUESTION ONE: - (COMPULSORY)

Medium Microfinance Ltd

Medicam Ltd. is a new micro finance located in an urban area. The town in which the micro finance is located has three mainstream banks which were established five years ago. To cope with intense competition from savings and credit co-oprative societies, mainstream banks and other lenders, the micro finance has decided to incorporate performance management for its employees. Although performance appraisal is done once a year and senior management recently attended training on application of the balanced scorecard, there has not been much improvement in performance among employees.

In a recent stormy brainstorming meeting on who is responsible for the average performance, the human resource manager was mandated to implement a performance measurement system. All those present in the brainstorming meeting agreed that 360 degree feedback also needs to be incorporated in assessing performance of different employees.

It was announced that Maxlex consulting firm had won the tender of coordinating an assessment of overall performance in the organization. It was also resolved that the consulting firm should start by organizing a two day off-the job training for top management on managing, reviewing and rewarding performance in the organization.

Required:

- (a) (i) Human resource performance management can only be effective in a conducive environment. Describe the challenges that Maxlex consulting firm will face when implementing the performance measurement system. [10 Marks]
 - (ii) Describe the key points that facilitators of Maxlex consulting firm will highlight during the two day training workshop. [8 Marks]
 - (b) Using an illustration, explain the general perspective of performance management process and indicate the ways in which it may be applied in management of human resources of a business organization. [12 Marks]
2. (a) Money alone is not enough to motivate high performance. Using motivation theories, explain individual non-financial intrinsic rewards that may be provided to employees. [8 Marks]
- (b) Explain the uses of a job description and indicate the reasons for maintaining written job descriptions. [10 Marks]
3. (a) Midlock enterprises has invited a human resource consultant to evaluate the contribution of human resource management practices on its business strategy. Explain the factors that will be considered during this evaluation. [6 Marks]
- (b) Describe the benefits of 360 degrees feedback as a performance measure of an employees work. [8 Marks]
- (c) Explain the ways in which a human resource manager can create a high performance culture in an organization. [6 Marks]
4. (a) Restructuring an organization may involve organizing employees into coordinated work teams. Explain the problems that may arise between and among work teams and suggest the ways in which such problems may be solved. [12 Marks]
- (b) During a performance appraisal review meeting, employees unanimously agreed that performance appraisal in the organization is conducted as ‘court trials’. Explain the reason that may have led to this conclusion. [8 Marks]
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