



UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN PUBLIC ADMINISTRATION AND
MANAGEMENT (DPAM) K'LA; MRA; GULU, MBL: (WKD)

SECOND SEMESTER EXAMS 2015/2016

MODULE: MANAGING HUMAN RESOURCES - CORE

Date: Wednesday 5 October 2016

Time: 02.00 PM – 05.00 PM

INSTRUCTIONS

1. Answer **FOUR** Questions.
2. Question **ONE** of Section A is compulsory and carries 40 marks.
3. Answer any other **THREE** Questions from Section **B**. Each question carries **20 marks**.
4. Write clearly and legibly.
5. **Do not** write anything on the question paper.
6. **Do not** take Mobile Phones into the examination room.
7. Follow the instructions of the examination supervisor.
8. Indicate questions answered on the Answer Sheet in the column of Questions.

This paper consists of 3 printed pages

-GOOD LUCK-

SECTION A:**COMPULSORY****40 MARKS****QUESTION ONE**

- (a) Compare and contrast the line function and the staff function. **(10 marks)**
- (b) Why is human resource considered to be a staff function? **(10 marks)**
- (c) “The HR function should not be defined by what it **does**, but what it **delivers**”. With the help of relevant examples, discuss the validity of this statement. **(10 Marks)**
- (d) Examine the reasons why human resource managers have taken so long to make it to the top echelons of most organizations. **(10 Marks)**

SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION**QUESTION TWO**

With reference to specific examples drawn from a sector you are familiar with; explain the aspects that you have to take into account in the process of conducting an Human Resource Planning exercise at departmental level. **(20 Marks)**

QUESTION THREE

- (a) ‘The Balanced Score Card (BSC) is meant to, among others, monitor organizational performance against established strategic goals’. Explain this assertion while clearly showing what the ‘balance’ is, in the Balanced Score Card. **(12 Marks)**
- (b) Explain other ways in which the BSC is a useful tool in organizations? **(08 Marks)**

QUESTION FOUR

- (a) Discuss the significance of HR policies on the performance of an organization familiar to you. **(10 Marks)**
- (b) With specific reference one HR policy, give a detailed account of the processes of developing such a policy. **(10 Marks)**

QUESTION FIVE

While direct recruitment would have been the easier route for organizations to acquire new employees, they however, continue to engage personnel using other well-known alternative routes.

Required:

List at least four of these well-known alternatives while explaining the advantages and disadvantages of using each. **(20 Marks)**

QUESTION SIX

- (a) *"It's not the years in your life that count. It's the life in your years."* Abraham Lincoln. Discuss the validity of this quotation in relation to your knowledge on retirement and redundancy. **(12 Marks)**
- (b) Identify the roles that a prospective retiree should play in preparation for their retirement. **(08 marks)**

END