



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT
BHR 5106: PERFORMANCE AND REWARD MANAGEMENT
END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 3 HOURS

DATE: 5 May 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE (CASE STUDY)

Special Checking Is Handed a Loss

Sammy Benson supervised the Special Check Sorting unit of the Greater Downtown Bank and Trust Company for over two years. The special check Sorting Unit processed all the “special” checks that came into the bank, such as odd-sized, foreign, or mutilated checks. Once the checks were sent to his unit, they were manually interpreted, recorded, entered into the appropriate account transactions, and filed for return.

Sammy supervised three check sorting clerks in his department. These jobs were staffed by relatedly untrained, entry-level individuals who had just graduated from high school. People who did well in this unit were often prompted into other positions in the bank. As such, turnover tended to be high and there was a fairly steady stream of employees through this unit.

During the summer, Greater Downtown Bank hired low-income, disadvantaged young people for various jobs throughout the company as part of its Community Upbeat campaign. To participate in this effort, representatives from the Human Resources Department visited selected high schools to interview students. Since the students were already prescreened by the school, the interviews were little more than “get-acquainted” discussions. Last summer, Sammy’s unit supplied one of the jobs in this effort.

Juanita Perez was hired in this context to work as a Special Checks clerk. She was scheduled to begin working in June after graduating from the local vocational high school, where she maintained a C average. This was her first full-time job.

When Juanita reported to work in June, she was scared. It was not only her first day on the job, but the first time she had ever been in the bank. Nevertheless, she kept up her courage and reported to the Human Resources Department as planned. After waiting in the lobby for a while, she was taken to a small meeting room where she and two other new hires were shown how to fill out and sign various forms and documents. Next, an administrative assistant read to the new hires a series of personnel policies about work schedules, breaks, over-time, pay secrecy, attendance, and benefits. She signed more forms, wondering what all this meant.

As the meeting drew to a close, Sammy Benson arrived after receiving a call from human Resources. He and Juanita were introduced for the first time, Sammy escorted Juanita back to the Human Resources Department, Showing her the bank’s various offices and other departments. He gave her a quick tour of his area, introducing her to the other clerks as he went. Sammy was carefully not to interrupt their work, however, nor did he explained to Juanita what they were doing. It was obvious by the expressions on their faces that the employees were surprised to see her.

Sammy gave Juanita the job of processing foreign checks. He felt this task was the easiest job to learn and do correctly. During her first day on the job, Sammy spent about 15 minutes showing her the procedure: inspect, record, enter, adjust, file. Since he had to prepare for a meeting later that day, that was all time he could spend with her.

By the end of the first week, Juanita seemed to be getting the hang of things: She came to work on time, stayed busy, and was fairly pleasant and easy to get along with. Sammy intended to spend as much as possible with her during this period; however, because she seemed to catch on quickly and he was very busy, he saw going, if she was getting it done, and whether she needed any help. Juanita would always smile and say everything was going fine.

Then, after about a month, Juanita called in sick one day. A replacement was brought in, and as she looked through Juanita’s desk for a notepad, she found what appeared to a large pile of unfilled checks. When Sammy looked through the pile, he found that there were, in fact, quite a few unprocessed checks, some of which dated from Juanita’s first day on the job. As they were the more unusual kinds of checks the department handled, Sammy assumed that she apparently had not known how to process the. Unfortunately, the combined value of these checks totaled around

\$65,000. The bank had lost the “float” value on them, and Sammy knew that customer complaints would be coming in soon.

Sammy expected Juanita to come back to work the following day, and he wondered if he should write up a warning notice for her immediately.

CASE STUDY QUESTIONS

- a) What is the work maturity or competence level of Juanita Perez? What kind of supervisory behaviors should Sammy have used with her? (10 marks)
- b) Describe the adequacy of the orientation process which Juanita received. What kind of orientation procedure should Sammy have used with her? (10 marks)
- c) How should Sammy respond to the problem of the unprocessed special checks? (10 marks)
- d) Sammy is considering issuing a formal, written warning notice to Juanita upon her return. Is this an appropriate action to take? (10 marks)

Question TWO

- a) Critically evaluate the role of performance management in achieving organizational effectiveness. (10 marks)
- b) How can performance appraisal systems be designed to minimize biases and improve fairness? (10 marks)

Question THREE

- a) Analyze the impact of financial and non-financial rewards on employee motivation and retention. (10 marks)
- b) How can organizations design equitable reward systems to promote diversity, equity, and inclusion? (10 marks)

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Question FOUR

- a) Evaluate the effectiveness of key performance indicators (KPIs) in measuring employee performance. (10 marks)
- b) What are the ethical implications of performance monitoring and surveillance in the workplace? (10 marks)

Question FIVE

- a) Discuss the principles that guide in the structure of the reward strategy. (10 marks)
- b) Discuss the purpose of a salary survey. (10 marks)