



MURANG'A UNIVERSITY COLLEGE

(A constituent college of Jomo Kenyatta University of Agriculture and

UNIVERSITY EXAMINATION

EXAMINATIONS FOR THE DEGREE OF MASTER OF

PUBLIC ADMINISTRATION

**BCP 4103: HUMAN RESOURCE MANAGEMENT IN
PUBLIC SECTOR MANAGEMENT**

DATE: 26TH APRIL 2016

TIME: 3 HOURS

INSTRUCTION:

- ANSWER QUESTION ***ONE*** AND ANY OTHER ***THREE***

QUESTION ONE

You are asked to write a short article for the BBA student journal. It is to be titled “Treating Employees Fairly”. In preparation for the task:

(a) Identify the forms of discrimination and other unfair treatment that employees sometimes face. **(6 marks)**

(b) Assess the consequences of discrimination and other unfair treatment for:

(i) The employer

(ii) The employee **(12 marks)**

(c) Propose ways in which organisations can reduce discrimination and promote the fair treatment of staff. **(12 marks)**

(Total 30 marks)

QUESTION TWO

(a) Explain the difference between training and development. **(6 marks)**

(b) Define the term a “learning organisation” **(2 marks)**

(c) In a learning organisation, what are the respective responsibilities of the employee and the employer with regard to the development of the employee? Give reasons for your answer. **(7marks)**

(Total 15 marks)

QUESTION THREE

An organisation is just proposing to introduce a performance management system to help motivate employees to perform more efficiently and effectively.

(a) What are the similarities and differences in the theories of motivation produced by both Maslow and Herzberg? **(8 marks)**

(b) Explain how the concept of ‘reward’ outlined by both Maslow and Herzberg could be applied to make the performance management system more effective.

(7 marks)

(Total 15 marks)

QUESTION FOUR

- (a) Outline the principles of job rotation, job enlargement and job enrichment. **(4 marks)**
- (b) What are the benefits to the employer of job enlargement? **(3marks)**
- (c) What are the benefits to the employee of job rotation? **(4 marks)**
- (d) Show how the principles of job enrichment could be applied to jobs in a telephone call centre and what benefits for both employer and employee could be expected to ensue. **(4 marks)**
- (Total 15 marks)**

QUESTION FIVE

“The principal purpose of disciplinary procedures is not to punish employees but to make them aware of the expectations of employers and to provide the foundation for employees to improve their performance and behaviour.” Discuss this statement within the context of typical frameworks for disciplinary procedures.

(Total 15 marks)