



## **KENYATTA UNIVERSITY**

**UNIVERSITY EXAMINATIONS 2016/2017**

**SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF PUBLIC  
POLICY AND ADMINISTRATION**

**APP 814: HUMAN RESOURCES MANAGEMENT IN PUBLIC SECTOR**

**DATE: Friday, 19<sup>th</sup> May 2017**

**TIME: 5.30 p.m. - 8.30 p.m.**

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**INSTRUCTIONS:**

**ANSWER QUESTION ONE AND ANY OTHER TWO**

**CASE STUDY ON PERFORMANCE APPRAISAL**

Mr. Mak'onyango is a talented and well experienced human resources manager of Machos County. He undertakes his role of HR manager by being an administrative expert and a change agent. He has always been an inspiration for his subordinates and the employees whose performance is measured and appraised by him. It is because of Mak'Onyango's 15 years of experience of working in HR departments that helped him to get acquainted with various Performance Appraisal methods of evaluating the performance of his employees in a better way every time.

He had always been implementing only those methods which he found results-oriented in terms of enabling the employees to know about their performance by planning and setting targets, monitoring and reviewing performance, helping them by providing adequate training, if required, coaching to increase their potential, providing concrete feedback and evaluating their current job performance to determine transfer, retention and termination of employees. He has been working at Machos County for the last 5 years and has gained good amount of respect and faith from his employees due to his appropriate and fair performance appraisal techniques that have facilitated the various uses of performance appraisal. The mostly used techniques by him are checklist method with a rating scale and 360°Feedback.

Because of Mr. Mak'onyango's good rapport and close relations in the recent months with his subordinates, Ram Juma and P. Gupta, he has developed a new tendency to appraise the performance of those employees known to Juma and Gupta with leniency. He also finds them similar to himself (personality and knowledge wise). He also told a close friend recently that he feels uncomfortable evaluating his friends at work negatively. In addition to this emerging unfair and inappropriate appraisal practice of Mak'Onyango, he also evaluates the performance of the employees taking into account their recent performance only. A particular incident that sent fear to employees is when he was recently overheard saying that outspoken employees will suffer negative consequences during appraisal period. He quipped 'the day of reckoning is coming'. Consequently, most of the employees' productivity has reduced and have become more inefficient; even some of the good employees have become irresponsible towards their tasks and have exhibited different behaviours such as showing no interest in putting their best efforts to realize the goals and mission of the county. Some employees are planning to resign as no proper feedback is provided when required and no better prospects for promotions are expected to see the light of the day.

1. a) Identify the key performance issues raised in the case. (10 Marks)
- b) Discuss performance appraisal errors that Mak'Onyango is making. (8 Marks)
- c) Advise him on how to make the appraisal process more productive. (6 Marks)
- d) Explain the rationale of performance management in any organization. (6 Marks)
  
2. a) Explain the Conundrums that exist in HRM practice in public sector. (6 Marks)
- b) Explain the arguments put forward to explain break-down in government performance. (6 Marks)
- c) Enumerate any three principles of HRM in public sector that would inform your managerial thinking and HRM practice. (3 Marks)
  
3. Examine the various sources of recruitment and selection in public sector. (15 Marks)
4. Explain the process of HR planning. (15 Marks)
5. As a Human Resource Manager of a public sector entity, explain the reasons which would lead you to summarily dismiss an employee. (15 Marks)