



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BPA

YEAR/SEM: YEAR 1/SEMESTER 2

COURSE CODE: PAD 1202

NAME: PUBLIC PERSONNEL ADMINISTRATION

DATE: 2025-04-14

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A All candidates must analyze the provided case study, which is compulsory, and respond comprehensively to the associated questions. This section assesses your ability to apply theoretical knowledge to practical scenarios, critically evaluate information, and propose evidence-based solutions. Carefully review the case study to understand its context and key issues, then structure your responses systematically with clarity and coherence. Each answer should be concise yet thorough, supported by relevant concepts, examples, and references where applicable. Emphasize analytical depth and academic rigor, as this section accounts for 40% of your total marks.

Question 1:

Scenario 2: Strengthening Performance Management and Employee Retention in Public Service

Context:

After recruiting qualified HR managers, governments in Uganda, South Sudan, Nigeria, and Somalia must focus on strengthening performance management and employee retention strategies. Public sector organizations often struggle with issues such as poor motivation, limited career growth opportunities, and ineffective performance appraisal systems. To address these challenges, governments must develop structured performance evaluation mechanisms that objectively assess employee contributions while providing opportunities for professional growth. A well-designed appraisal system not only enhances productivity but also fosters accountability and transparency within government institutions.

Training and continuous professional development are essential components of employee retention. Public service employees must have access to regular training programs that equip them with new skills and knowledge relevant to their roles. Governments should implement mentorship programs, leadership development initiatives, and career progression frameworks to ensure that employees remain motivated and engaged. Additionally, offering incentives such as scholarships for further studies, flexible work arrangements, and recognition programs can significantly improve job satisfaction and reduce turnover rates.

Another critical factor in employee retention is a fair and competitive compensation system. Many government institutions experience high attrition rates due to low wages and inadequate benefits compared to the private sector. To retain top talent, governments must conduct regular salary reviews and ensure that remuneration is commensurate with employees' qualifications and responsibilities. Furthermore, creating a positive workplace culture that values inclusivity, work-life balance, and employee well-being can foster long-term commitment to public service. By implementing these measures, governments can build a highly skilled and motivated workforce that contributes to national development.

Question One

1.

2. (a) Analyze the impact of a well-structured performance appraisal system on employee motivation and productivity in public service. **[10 Marks]**
- 3.
4. (b) Discuss how personnel training programs can contribute to improving service delivery and efficiency in government institutions. **[10 Marks]**
- 5.
6. (c) Identify key challenges affecting employee retention in the public sector and propose strategies to address them. **[10 Marks]**
- 7.
8. (d) Evaluate the role of HR managers in fostering a work environment that supports continuous professional development and career progression. **[10 Marks]**
9. **[TOTAL 40 MARKS]**

Section B This section comprises a series of structured questions designed to evaluate your comprehension of fundamental concepts and your ability to apply them effectively. You are required to respond to any three questions of your choice, with each question contributing 20% to the total score. Your answers should be well-structured, clearly articulated, and demonstrate a deep understanding of the subject matter. Support your responses with relevant examples, theoretical concepts, and appropriate references. The quality and depth of your responses in this section will collectively account for 60% of the overall marks. Each response should be presented in a short essay format, with a minimum length of 300 words.

Question 1:

Top management has decided that the organization is too bureaucratic and has too many layers of jobs to perform effectively. You have been asked to analyse the advantages and disadvantages of the traditional 'job-based' approach to employee compensation and to suggest innovative alternatives to it, noting the pros and cons of these new approaches. Of what relevance is equity theory in helping to understand how employees might react to these changes in the pay structure?

[20 MARKS]

Question 2:

- (i) Evaluate the impact of fair and transparent recruitment practices on public trust and government efficiency. **[10 Marks]**
- (ii) Why is fairness and transparency critical in public sector recruitment, and how can it be ensured? **[10 Marks]**

Question 3:

- (i) Discuss the challenges associated with recruitment and selection in public service and propose strategies to overcome them. **[15 Marks]**

(ii) What are the biggest challenges in recruitment and selection in public service, and how can they be addressed? **[5 Marks]**

Question 4:

Top management has decided that IUEA is too bureaucratic and has too many layers of jobs to perform effectively. You have been asked to analyze the advantages and disadvantages of the traditional “job-based” approach to employee compensation and to suggest innovative alternatives to it, noting the pros and cons of these new approaches. Of what relevance is equity theory in helping to understand how employees might react to these changes in the pay structure? **[20 MARKS]**

Question 5:

- (i) Discuss the impact of continuous training and professional development on employee retention and overall government efficiency. **[10 Marks]**
- (ii) Why is continuous training essential for improving service delivery in government institutions? **[10 Marks]**

Question 6:

- (i) Critically examine the role of technology in modernizing the recruitment and selection process for HR managers in the public sector. **[10 Marks]**
- (ii) How does technology contribute to improving the efficiency of the HR selection process? **[10 Marks]**