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*TUTORIAL KIT*  
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PROGRAMME: POLICY AND  
STRATEGIC STUDIES

COURSE: STS 324

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## STS 324: PUBLIC PERSONNEL MANAGEMENT

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### QUESTIONS

1. Personnel Administration exists in two related forms in an organization, discuss.
2. Differentiate between Personnel Management and human Resource Management.
3. What is manpower planning? Discuss the purpose of manpower planning in an organization.
4. Discuss the approaches to human resource accounting.
5. Identify and discuss any four techniques for manpower forecasting as put forward by Beach (1980)
6. Explain in details the significance of personnel department in the organizational structure of an industry.
7. What is career development? What are the benefits of career development in an organization?
8. What is performance appraisal?
9. Mention any four performance appraisal techniques
10. Discuss the Importance of performance appraisal,
11. Discuss any five factors that must be considered when categorizing a job for evaluation
12. Differentiate between job description, job specification and job analysis.
13. Effective manpower planning helps organizations to take useful decisions that enhance their performance. Identify and examine these decisions.
14. Briefly define the following words: Recruitment, Selection, Induction and Placement
15. Personnel management exists in different forms in an organization. Discuss these forms.
16. Define and differentiate between training and staff development.
17. Discuss Executive Search and Outsourcing as recruitment strategies of organizations, paying attention to the advantages.

18. What is in-service training? List any three (3) methods of carrying out in-service training.
19. Discuss the importance of organizational provision of staff welfare programmes to the organization and the workforce.
20. Job evaluation is an important function of the personnel department for the realization of organizational goals. Discuss.

### MODEL ANSWERS IN ALTERNATE SEQUENCE (ODD NUMBERS)

1. (a) The first is the relationship between a manager and his subordinates in the work place. Being a manager implies responsibility for directing and supervising the work of other people. In essence, every manager or supervisor is a personnel officer in the sense that he performs some functions listed under personnel department. In a large organization whether private or public, a line or functional manager can perform some or all of the following functions; induction of new staff, training and development etc.  
  
(b) The second is the existence of personnel management as a specialized staff department. It is the responsibility of this department to provide assistance and support to the rest of the organization in dealing with the myriad of human and related problems involved in developing a cohesive and productive work force
3. (a) Graham (1990) sees manpower planning as the attempt to forecast how many and what kind of employees will be required in the future and to what extent this demand is likely to be met - or any useful definition  
(b) Purpose of manpower planning includes:
  - i. For determining the present and future needs of personnel for the entire organisation.
  - ii. Enables the organisation to cope with changes in competitive forces, market, technology, products demand and government requirements.
  - iii. Solves the problem of succession difficulties in highly specified areas, including the chief executive.
  - iv. It is a key for the implementation of many other personnel functions such as recruitment, selection transfer, promotion, layoff, redundancy, training and personnel development. It enables the Personnel manager to know existing vacancies well ahead, those to retire at particular period and whether such vacancies can be filled by transfers or through promotions or by recruitment.
  - v. Enables the organisation to determine the cost of hiring labour, their training and development. This in turn, helps to determine whether it is costlier to recruit labour from inside or outside.
  - vi. Helps to reveal the category of staff that requires official and private accommodation of specific types and thereby making the necessary arrangement well in advance. **Any 4 properly noted = 4 marks each, Total**
5. The techniques for manpower forecasting as put forward by Beach (1980) are:
  - A) Managerial Judgement and Experience
  - B) Budgetary Planning

- (C) Work Standard Data
- (D) Key Productive Factors
- (E) Manager succession Planning

7. Moving upward in ones chosen line of work - making more money, having more responsibility and acquiring more status, prestige, and power (cited in Ivancevich 2004) – or any other useful definition

(ii) The benefits of career development are:

- a. It makes the organisation attractive to potential recruits.
- b. It enhances the image of the organisation, by demonstrating recognition of employees' needs.
- c. It is likely to encourage employee commitment and reduce staff turnover.
- d. It is likely to encourage motivation and job performance as employees can see some possible movement and progress in their work.
- e. It exploits full potential of the work force.
- f. Managers can benefit from career development programmes by being better able to communicate with and develop their staff.
- g. Employee may also benefit from the programme by acquiring a depended appreciation for their own skills and career possibilities and assuming a greater responsibility for managing their own careers.
- h. The organisation may also benefit by increased employee loyalty, improved communication throughout the organisation, and strengthened human resource system.

9. i. Goal setting or Management by Objectives (MBO)

ii. Work standards appraisal

iii. Essay appraisal

iv. Checklist

v. Forced choice rating

vi. Ranking methods

11. (a) Job Evaluation is the process of placing jobs in order of their relative worth in order that employees may be paid fairly (Graham, 1990)

(b) The five factors that must be considered when categorizing a job for evaluation are:

- (1) Education
- (2) Training
- (3) Experience
- (4) Contact with others
- (5) Use of Material & Equipment
- (6) Controlling material and equipment
- (7) Supervision of others by performance
- (8) Physical Exertion
- (9) Mental Application
- (10) Working Condition

(11) Job Hazard

(12) Existing Job structure – How other organizations pay their staff

(13) Labor Supply & Demand

**13.** It has been discovered that effective manpower planning helps organizations to take useful decisions for their performance like:

(a) Determining the present and future needs of personnel for the entire organization.

(b) Enables organizations to cope with changes in competitive forces, market, technology, products demand and government requirements.

(c) Solves the problem of succession difficulties in highly specified areas, including the chief executive.

(d) A key for the implementation of many other personnel functions such as recruitment, selection, transfer, promotion, layoff, redundancy and training. It enables the Personnel manager to know existing vacancies well ahead, those to retire at particular period and whether such vacancies can be filled by transfers or through promotions or by recruitment.

(e) Enables organizations to determine the cost of hiring labour, their training and development. This in turn, helps to determine whether it is costlier to recruit labour from inside or outside.

(f) Helps to reveal the category of staff that requires official and private accommodation of specific types and thereby making the necessary arrangement well in advance.

**15** The forms in which personnel administration exist in an organization are two, these are:

**(A)** The relationship between a manager and his subordinates in the work place. Being a manager implies responsibility for diverting and supervising the work of other people. In essence, every manager or supervisor is a personnel officer in the sense that he performs some functions listed under personnel department. In a large organization whether private or public, a line or functional manager/director can perform some or all of the following functions; staff selection, induction of new staff, training and development, performance appraisal, providing adequate communication system, creating working conditions to boost morale, implementation of grievances and disciplinary machinery, manpower planning and many others – 12 marks

**(B)** The second form is the existence of personnel management as a specialized staff department. It is the responsibility of this department to provide assistance and support to the rest of the organization in dealing with the myriad of human and related problems involved in developing a cohesive and productive work force – 12 marks

**17** **Executive Search Recruitment Strategy:** In an executive search, a specialized agency undertakes to find such persons by means which they keep secret but usually through informants. The candidate is then approached discreetly and after a discussion about

salary and fringe benefits, he is introduced to the employer who will attract him to his organization through enhanced salary and fringe benefits

**Outsourcing Strategy:** Some organizations outsource their recruitment process to specialists' agencies and consultants who offer recruitment services to the organization. In this way, organizations do not have direct contact in terms of who to do the job with the staff in the area of pay and other welfare services

**Advantages** of executive search and Outsourcing strategies to organizations include: Employment of competent workforce, cost reduction in staff remuneration, prevention of over-staffing, and savings of administrative over-head cost like pension and gratuity

**19** The importance of organizational provision of staff welfare services to the organization are:

**a. Efficient personnel:** High calibres of workers are attracted when good welfare services are provided by an organisation e.g. good accommodation, transport, and financial assistance

**b. High productivity:** Productivity is usually high in organisation that provides good welfare services to staff. When good facilities are provided, it allows for a good working environment for workers' productivity

**c. Loyalty of workers:** Union activities are low in terms of negative practices in areas where good welfare services are provided and the organisation enjoys the loyalty and commitment of its workers

**d. On the part of the workforce:** The success of any organization depends on the effective mobilization of all human efforts in the organization. Industrial psychological research findings have shown that people can only give their best if their needs are satisfied and motivated. Therefore welfare services as provided by organizations enable the employees to work harder in the organization