

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS MANAGEMENT
FEBRUARY 2010 EXAMINATIONS
PUBLIC SECTOR MANAGEMENT - CBU 4106
TIME ALLOWED: 3 HOURS 30 MINUTES

INSTRUCTIONS TO CANDIDATES

Answer question **One** and any other **three** questions from section B.

INFORMATION TO CANDIDATES

- i) Question **one** is compulsory.
- ii) Questions can be answered in any order..
- iii) Credit will be given to the use appropriate examples.
- iv) This paper contains Seven questions.

SECTION A

QUESTION 1
CASE STUDY

PERFORMANCE REPORTS

Alfred Ndlovu, the municipal manager of Sunnyview for the past two years, just emerged from a long meeting with his senior management team. The meeting was intended to structure a report on the performance of the municipality over the past quarter. The report must be presented to the regional council by the end of the month.

At the meeting, the head of each service area was asked to report on their activities and achievements. All of the service area managers reported that they were doing their best within the limited budgets available to them. Some indicated that the shortage of employees and the large number of vacancies that had not been filled had affected their performance. "The high turnover in staff has really threatened our ability to produce quality services. We are really strapped," complained the head of public works.

The human resource manager responded and agreed that it was hard to keep a full complement of staff. "I think the larger municipalities and private businesses are poaching many of our experienced staff members. They offer higher wages and more comprehensive benefits and we can't compete."

Mr.Ndlovu outlined a series of issues he felt needed some thought. He noted that a number of critical issues had been raised by the press. In addition, citizens have been complaining about the poor quality of service delivery in several critical areas. Some

of the issues raised included high levels of child abuse and the lack of government - subsidized housing. Sunnyview also experienced an increase in crime over the past year.

“With so many people out of work we have witnessed an increase in petty thefts and burglaries” the police chief stated. “While the crime rate has increased – and believe me we are concerned about that - personal safety has not been threatened.”

On top of the rising crime rate and the increase in child abuse, there had also been a report that a housing project had been delayed for months because of the inadequate infrastructure for water and electricity. The local paper ran an article that was quite negative that included comments and pictures of people who said the municipality was failing them.

There was significant disagreement among the senior management team. Some members felt that Mr. Ndlovu should report that Sunnyview had been quite successful under the circumstances. They felt so much had been accomplished in the past quarter. They did not feel that the negative media coverage and a few complaints from a handful of citizens were an accurate reflection of their accomplishments. When Mr. Ndlovu questioned whether they should really paint such an optimistic picture, it led to a heated discussion.

“The murder rate is down, so is the number of reported rapes,” argued the police chief. “Why can’t we just report that and leave out the data on the increased burglaries.” The human resource manager wanted to focus on the poaching of experienced staff members.

During the heated debate other problems were uncovered. It appeared that bureaucratic delays in obtaining approval for expenditures on project changes created big problems. Garbage could not be collected in some places because the high levels of crime made it too dangerous. Squatters from the townships were illegally occupying almost 800 housing units. To solve this situation, a long process of negotiation and reallocation of housing facilities is needed, but this will only create more delays and aggravate the community further. The Senior management team agreed that Sunnyview was doing the best it could to address the growing problems they faced. They also agreed that more needed to be done to ensure safety and improve the quality of life. What they could not agree on was how to present their quarterly performance to the regional council.

Mr. Ndlovu adjourned the meeting realising the team would not be able to reach consensus on the report. It was up to him as the municipal manager to determine what to report to the council. The previous manager’s reports never discussed internal or external problems, but clearly, the problems having confronted by Sunnyview are not new to Mr. Ndlovu’s administration. His senior staff reminded him during the meeting that political interference and organizational politics was a major concern. They let him know that the elected officials seemed more interested in laying blame than solving problems. Mr. Ndlovu has his work cut out. He has a lot of performance data, but the question is how to present those data to the regional council.

Adapted from Global Public Management by Karel van de Molen and Belinda Van Wyk 2005: 17 –19

REQUIRED:

- a) What are some of the problems raised in this case study? [8 Marks]
- b) Do you think this Municipality has a strategic plan? If yes/no, what should Mr. Ndlovu do? [12 Marks]
- c) Among the problems in (a)
- i) Give the internal problems. [6 Marks]
 - ii) Give external problems. [9 Marks]
- d) What measures should the regional council do to get good results? [5 Marks]

SECTION B

QUESTION 2

Discuss the arguments advanced that indicate the uniqueness of the public sector. [20 Marks]

QUESTION 3

Peters and Waterman's *In Search of Excellence* (1982) identified a number of characteristics that made Boeing, IBM and McDonalds excellent companies. Discuss. [20 Marks]

QUESTION 4

Discuss the role played by rules, directives and regulations with special reference to the Zimbabwean situation. [20 Marks]

QUESTION 5

Discuss the core themes in the New Public Management Model 1. [20 Marks]

QUESTION 6

Discuss the bottom-up policy as a better method of implementing programmes of development than top-down policy. Give relevant Zimbabwean examples. [20 Marks]

QUESTION 7

Explain what you understand by Open Model organizations and give their characteristics. [Marks]

END OF EXAMINATION