



# NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

## FACULTY OF COMMERCE

### DEPARTMENT OF BUSINESS MANAGEMENT

#### PUBLIC SECTOR MANAGEMENT – CBU 4106

**First Semester Examination Paper**

**December 2014**

This examination paper consists of 5 pages

**Time Allowed: 3 hours 30 minutes**

**Total Marks: 100**

**Examiner's Name: Mr K P Mehlo**

#### **INSTRUCTIONS TO CANDIDATES**

1. Answer question **One** and any other **Three** questions from Section B.

#### **INFORMATION TO CANDIDATES**

1. All questions in Section B carry **20 marks**
2. Questions may be answered in any order.
3. Credit will be given for the use of appropriate examples.
4. This paper contains seven questions.

#### **MARK ALLOCATION**

<b>QUESTION</b>	<b>MARKS</b>
<b>1.</b>	<b>40</b>
<b>2.</b>	<b>20</b>
<b>3.</b>	<b>20</b>
<b>4.</b>	<b>20</b>
<b>5.</b>	<b>20</b>
<b>6.</b>	<b>20</b>
<b>7.</b>	<b>20</b>

## **SECTION A**

### **Question 1**

Read the following extract and answer questions that follow it.

#### Getting the Staff on Board

Nicholas Guerin was appointed city manager of Moyenne 2 months ago. During his interview and subsequent discussions with city council members, he was told that Moyenne needed someone who could market the city more aggressively to businesses. The major areas of concern outlined by the council members included new ecological initiatives to alleviate pollution, more affordable housing, conservation of natural areas, job training, transportation alternatives to ease the city's congestion problem, and improving neighbourhood vitality, particularly in reference to crime-ridden inner city.

Now that he's familiar with the day-to-day operations of his office and has established good rapport with most of the city's agency heads, Nicholas decides it is time to look into some of the challenges he has been hired to address. He sends out an e-mail listing of the major areas of concern to Jane Hernandez, director of the Community Development Department. Nicholas specifically requests that she solicit input from her managers and come up with a report listing in some detail the advantages and disadvantages associated with each proposal.

The following week, Nicholas receives the report, but to his amazement, it only contains ideas he has already heard from the department head informally when he first came to Moyenne. To a better understanding of what is happening, he asks Jane and her eight managers find themselves in the conference room of the Community Development Department. Nicholas starts the meeting by talking about the problems faced by the inner city and asking people how they would revitalize the area. The eight managers look at Jane and exchange glances with one another, but no one utters a word. Nicholas looks at Jane, who then says, "Well, Nicholas, as I mentioned to you in my report, I think one of the first things we need to address is the old shopping centre. The structure itself is dilapidated, most of the businesses have closed their doors, and it has become a popular spot for gang members to deal in drugs. We ought to demolish the entire complex and build a housing development with one-bedroom apartments for low-income residents, with retail space on the first floor for resident-owned and-operated businesses--.

But Nicholas has stopped listening already. He's heard this spiel before. When Jane stops, the other managers in the room nod their heads in approval and turn toward Nicholas. They are waiting for his comments. Realising this, Nicholas simply asks, "Any more suggestions?" But once again, the room falls silent. Nicholas begins to wonder if the managers even participated in the development of this proposal. "What directions did Jane give to her managers when I sent her the initial message? Did she seek any creative input from them? Did they do any

brainstorming?’’ he asks himself. Once again, Jane breaks the silence, turns to her assistant director for housing and asks him to summarise the feasibility study he has started on the housing complex. The presentation that follows is thorough and professional, but Nicholas is thinking about something else.

It is clear to him that the proposal he’s listening to is Jane’s idea. She seems to have delegated to her managers the task of developing it and adding details. He recalls the atmosphere of the meetings he used to preside over when he was in charge of the Economic Development Department at Monplaisir. He remembers acting like a referee in a boxing match with a ring full of people. He didn’t have to look at the people around the table in turns and wait for their ideas. No, he remembers people throwing out ideas, people interrupting one another, some would get off their chairs to be heard, others would be quick to raise criticisms. Yet this high level of interpersonal confrontation and argumentativeness was a testament to the energy, intensity, and enthusiasm found in the department. Individual creativity was highly regarded. This was reflected in the way decisions were reached by conflict, compromise and consensus, not by Nicholas alone. Nicholas also remembers being frustrated on occasion by the sheer number of brainstorming sessions he found himself in. He hardly remembers a time when he sat behind his desk, door shut, working on previously scheduled tasks without being interrupted. But he reminds himself that Monplaisir was listed among the top 10 most livable cities in the country 5 years in a row. He also has fond memories for the three best –practices awards his department received during his short tenure. In fact, he’s certain that those honours are what got him his present city manager job.

The presentation is over. Nicholas thanks Jane and her staff. As they say good bye, Nicholas realizes that they all address Jane as Mrs. Hernandez. She uses their last names as well. Outside of the conference room, the atmosphere in an office, with the doors closed. Those who are in the corridor go about their business quietly. Back in Monplaisir, the office had an open structure. People used to talk to one another over their computer monitors. Everyone was rushing from one end of the hall to the other. The atmosphere was definitely livelier and more informal. Even the dress code was causal.

Back in his office, Nicholas realizes he faces an unexpected internal problem: There is too much emphasis on rank and status within the Community Development Department. People are reluctant to offer unsolicited ideas for fear of disrespecting their senior colleagues or questioning their judgment. No one seems to act in his or her own initiative. Instead, they are content to wait for directives from above. There seems to be no lateral flow of communication. This is not the sort of environment that is conducive to innovative thinking and creativity. Nicholas knows that the quality of his work in Moyenne will depend on the creativity and innovativeness of his staff. The council is expecting a report within the month. Nicholas has his work cut out for him.

**Source : Adapted from Global Public Management by Kathe Callahan *et al* (2005:57-9)**

**Required:-**

- a) What problems are Nicholas Guerin likely to meet in implementing development projects of the City of Moyenne? **[15marks]**
- b) What steps should Nicholas take to win the management of the Community Development Department? **[8 marks]**
- c) Evaluate the role of managers in the Community Development Department. **[7 marks]**
- d) Analyse the factors that impinge on the report to the council. **[10 marks]**

**SECTION B**

**Question 2**

‘Bureaucracy is associated with red-tape and inefficiency’. Illustrate its meaning basing on four popular sentiments and academic literature on bureaucracy in the developing world.

**[20 marks]**

**Question 3**

Discuss the factors that make public sector unique from the private sector. **[20 marks]**

**Question 4**

The new public management model 1 focuses on the efficiency drive. Explain any four the core themes of this model. **[20 marks]**

**Question 5**

- a) Discuss the role played by rules, directives and regulations sanctioned by the public sector. **[12 marks]**

b) What are some of the problems faced in implementing public policies? **[8 marks]**

**Question 6**

‘International Business Machines and Inscor are public companies that have been identified as some the excellent companies in terms of their performance.’ Discuss any five characteristics of excellent companies given by Peters and Waterman (1982). **[20 marks]**

**Question 7**

Illustrate the characteristics of Mechanistic and Organic organizations as given by Burns and Stalker (1961). **[20 marks]**

**END OF EXAMINATION**