

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS MANAGEMENT
BACHELOR OF COMMERCE (HONOURS) DEGREE IN MANAGEMENT
PUBLIC SECTOR MANAGEMENT – CBU 4106
FINAL EXAMINATION – JANUARY 2013
TIME ALLOWED: 3 HOURS 15 MINUTES

INSTRUCTIONS TO CANDIDATES

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

INFORMATION TO CANDIDATES

- i) Section A carries **40** marks
- ii) All questions in Section B carry **20** marks each
- iii) Questions may be answered in any order
- iv) Credit will be given for the use of appropriate examples
- iv) This paper contains **Seven** Questions

SECTION A

QUESTION 1

CASE - Moving up in the Organisation

Nick Brown is 49 years old and employed as a director in the Stores and Provision Department. He joined the Section 31 years ago as a clerk and worked his way up the ladder. Although his advancement has been slow, he believed that it was well deserved. He regarded this as his final position, as the chief director was only 1 year older than he was.

The problem on Nick 's desk now is what to do with Mike., his deputy director, had come to talk to him about resigning, and this would create serious problems for the section Nick clearly remembered the days albeit 14 years ago, when Mike presented himself for an interview. He was only 18 years old, energetic, and full of bright ideas. At the interview he stated that he would study and try his best.

Mike joined the Stores and Provision Department as a junior clerk, but he continued his studies. He matured quickly and successfully integrated much of his classroom work into useful projects at the office. Mike was by far the most

dedicated and motivated employee. Coupled with his good academic abilities and the skill he possessed to mix theory with practice in the real world ,he soon advanced to the position Chief clerk.

Mike continued to study and was promoted to the position of administration officer. At the office he worked even harder streamlining the administrative processes. These measures were seen as being very useful and functional. The following year he conducted an internal audit in which unnecessary duplication was identified and eradicated. His efforts were applauded and he was once again promoted, this time to the position of senior administrative officer.

Mike then enrolled in a graduate degree programme in public management . During the same year he revised analysed the existing departmental policies , move that earned him the admiration of all his superiors . At the end of that year he took the position of assistant director. Mike was then only 29 years old. The following year he completed his MPA (master' in public administration) and was promoted to the position of deputy director, a position that he has held ever since.

After a year, he was given a merit increment, which placed him on the top of his salary scale. Mike continued to propose changes but was increasingly experiencing more resistance from the chief director. On numerous occasions, Nick tried to support Mike, but with little success. Nick was being squashed in the middle of these differences and found the predicament rather exhausting. Mike's most recent project involved an organizational restructuring exercise and the development of staff appraisal system. Nick thought that the proposal deserved consideration, but the chief director disagreed and hired an external consultant to complete the same task. Mike was frustrated.

Mike was now only 32 years old, and promise of further advancement was almost certain. He would, however, have to wait for almost 5 years. As he met with more and more unmotivated. The chief director saw Mike 's lack of motivation as a sure result of immaturity and the inability to handle minor setbacks.

Nick suspected a problem but lacked the energy to address it until Mike came to his office to say that he had been offered a teaching position at a technical training school. Nick really did not want to see Mike leave – he was such a star performer – and he suspected that Mike didn't really want to leave either. But what can he do?

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Adapted from Global Public Management by Kathe et al (2005:52-53).

REQUIRED:-

- (a) What was the central problem in this case study between Nick and Mike? **(10 marks)**
- (b) What was Mike 's focus in this passage? **(10 marks)**
- (c) In the prevailing circumstances, what should Nick and Mike do to let the situation take its course ? **(20 marks)**

SECTION B

Question 2

Discuss the criteria that Weber gave to the ideal bureaucratic administration.

(20 marks)

Question 3

'Public administration is the same as public management.' Evaluate this statement.

(20 marks)

Question 4

'In formal organizations there are two different types of organizational structures.'
Contrast the features of these organizations.

(20 marks)

Question 5

What is a public sector?

(20 marks)

Question 6

Discuss the concept of public policy implementation with reference to the Zimbabwean situation.

(20 marks)

Question 7

'The new public management has shifted greatly from public administration.' Explain this shift using the New Public Management Model 1.

(20 marks)

END OF EXAMINATION