

**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**  
**SUPPLEMENTARY EXAMINATION – AUGUST 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 - Computer Problems at the Library**

The region's integrated library system is 10 years old and missing variety of components, such as reporting module. In order to use the present system to its fullest, the libraries would have to invest in additional software and training. Instead, they decided to purchase a new system from a leading competitor. Their intent is to acquire a system that will take advantage of the latest Web and Internet technologies and open standards. The regional government has given the libraries \$300,000 for the purchase and installation of the new system.

The system is used in the management, procurement, and inventory of the libraries' s collections of books, journals, microforms, and other research materials. Presently the libraries' system contains 250000 records representing the materials they own and 1300 records of their clients and transactional data. In order to install the new system, several major steps must be planned and coordinated: (a) These data must be converted from the old system to the new

system with minimal disruption of services, (b) the new system cannot be installed

“out of the box” but must be configured for the local environment, and © since all staff use old system as the main tool for their work, they must be thoroughly trained to use the new system.

The libraries are composed of a main library staffed with 3 managers , 7 professionals , and 12 support staff and a branch library staffed with a director and one professional. The three managers include the director, the assistant director, and the director of projects and grants . The director is ultimately responsible for the libraries and has three managers , eight professionals, and an administrative assistant reporting directly to him. The assistant director is responsible for the circulation department, integrated library system maintenance, and acquisitions department, which handles all research material procurement except for journals . Her responsibilities include supervision of eight support staff .The director for projects and grants is responsible for the interlibrary lending and journals departments and four support staff. She works closely with one professional to assist her in these two departments , and she backs up the assistant director as needed. Four professionals work with library clients and local businesses

.The director has assigned the selection process ,contract negotiation, training , implementation, and contract management to the assistant director. The assistant director organized an implementation schedule beginning in March through the anticipated completion in September .

The assistant director resigned in late March ,before the product installation and data conversion began. This resignation left the director in a difficult situation . Not only was the assistant director responsible for the implementation, but she was also responsible for three departments , support staff supervision ,and evaluations. The library, by contract is now committed to completing the implementation and they want to have it up and working by fall, when the children go back to school .No one at the library has the experience or the expertise to see this implementation through, and there is a hiring freeze in effect .All current positions in the libraries are assigned to handle on going operations .What is needed is someone who understands the workings of an integrated library system and the intricacies of the libraries' data .What should the director do ?

**By Ray Schwartz is a librarian with the New Jersey Institute of Technology .**

**Adapted from Global Management by Kathe et al (2005: 41-42).**

**REQUIRED:-**

(a) What do you think was wrong with director of the regional library?  
(15 marks)

(b) Assess the reasons why the assistant director resigned.  
(25 marks)

**SECTION B**

**Question 2**

Discuss the roles played by rules, regulations and directives in the public sector.

(20 marks)

**Question 3**

A new development has occurred at NUST, and you are in a team tasked to come up with an organisational structure. Demonstrate how this organization should be structured according to Mintzberg?  
(20 marks)

**Question 4**

'Formal groups do a number of functions to achieve their goals'. Discuss.

(20 marks)

**Question 5**

'Delta Zimbabwe aspires to be reckoned as one of the excellent companies in the country.' How can it achieve this status?

(20 marks)

**Question 6**

With the aid of Zimbabwean examples, discuss the concept of public policy implementation.

(20 marks)

**Question 7**

'Downsizing and decentralization are concepts used in the contemporary public sector management. Discuss.' **(20 marks)**

**END OF EXAMINATION**