

# NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY



FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

PUBLIC SECTOR MANAGEMENT – CBU 4106

Supplementary Examination Paper

August 2015

This examination paper consists of 4 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>

## **Question 1**

### **Performance Reports**

Alfred Ndlovu, the municipal manager of Sunnyview for the past 2 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 regional council by the end of the month.

At the meeting, the head of each 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 provide 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 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 –subsidised 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 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 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,” agreed 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 the 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 township 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 aggregate 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 realizing 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 being confronted by Sunnyview are not new to Mr. Ndlovu’s administration.

His senior staff reminded him during the meeting that political interference and organisational politics was a major concern. They let him know that the elected officials seemed more 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.

**Source: Adapted from Global Public Management by Kathe Callahan *et al* (2005:17-19).**

**Required:-**

- a) Explain the problems that people will expect to be reported in Mr Ndlovu’s quarterly reports. **[15 marks]**
- b) To what extent is strategic planning employed at the Municipality? **[5 marks]**
- c) What problems are faced by this Municipality? **[12 marks]**
- d) Recommend action which Mr Ndlovu should take to get support from service managers? **[8 marks]**

## **SECTION B**

### **Question 2**

Discuss the role of public regulations in the areas of economic regulation and product regulation giving examples from the Zimbabwean situation. **[20 marks]**

### **Question 3**

(a) What do you understand by the term public sector? **[5 marks]**

(b) Discuss the factors that distinguish public sector from private sector. **(15 marks)**

### **Question 4**

Explain the advantages and disadvantages of decentralization in the public sector. **[20 marks]**

### **Question 5**

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

**[20 marks]**

### **Question 6**

Indicate the maxims used in structuring the Public Sector in Zimbabwe.

**[20 marks]**

### **Question 7**

Elaborate any of the four main indicators of the New Public Management in Model 2.

**[20 marks]**

**END OF EXAMINATION**