

KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS
MAIN EXAMINATIONS
2020/2021 ACADEMIC YEAR
FOURTH YEAR FIRST SEMESTER
FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCO 417

COURSE TITLE: PUBLIC SECTOR MANAGEMENT

DATE: 02/08/2021

TIME: 2.00PM-4.00PM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE**(Compulsory) and **ANY OTHER TWO** Questions
 - 2) Candidates must hand in their answer booklets to the invigilator while in the examination room
 - 3) Credit is given for legibility, clarity and use of relevant examples
 - 4) Question **ONE** is **30 marks** while Questions **2-5** carry **20 marks** each
 - 5) Clearly write your **Registration Number** on each answer sheet used
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TIME: 2 Hours

KIBU observes **ZERO** tolerance to examination cheating

QUESTION ONE: (30 MARKS)**CASE STUDY**

As a management consultant to a public organization, you have been requested to make recommendations on how to improve its operations. After reviewing the organization's activities for a full week, you have discovered the following:

- i. The number of constituent complaints concerning the delivery of public services has steadily increased over the past year.
- ii. First-line supervisors and departmental heads have continually overspent their budgeted appropriations for operating expenditures.
- iii. Employee morale in several departments is quite low and is based on attitudes toward their supervisors and the lack of information about personnel actions affecting them.
- iv. Capital project completions have consistently fallen behind scheduled dates and have delayed service provision plans by several months.

Required:

- a. What do you recommend to improve operation and management of this agency in terms of the Key activity aspect and reforms? (10 marks)
- b. Identify and explain FIVE challenges and opportunities that will guide you in the recommendation (10 marks)
- c. In your final report, propose and explain FIVE institutions that can help to transform the public organization to improve operation and management (10 marks)

QUESTION TWO

- a. In your opinion, which TWO theorists seemed to have had the greatest impact on the public sector and why? (10 marks)
- b. The next assignment as the Principal Officer in charge of the Expenditure Unit is to assist the Finance Officer in the Ministry of Finance set up a budget committee. You have also been asked to review the recently issued 2020 -2022 Budget Call Circular. As the secretary to the Budget Committee, you have been asked to make a presentation to the members of the committee covering the following issues:

Required:

- (i) Briefly explain the Medium-Term Expenditure Framework (5 marks)
- (ii) Explain the Budget Call Circular and the difference between Call Circular and the MTEF. (3 marks)
- (iii) Describe two (2) methods of Budgeting that government can use in preparing the annual budgets. (2 marks)

QUESTION THREE

- a. "Public Sector Management is a new" way of delivering public service. Discuss (10 marks)
- b. Structures are important in the establishment of any organization but particularly in the public sector. Explain the role of:
 - i. The Commission on Revenue Allocation (5 marks)

ii. The Controller of Budget

(5 marks)

QUESTION FOUR

- a. Evaluate some of Legal Framework contained in the Kenya Constitution 2010 instituted for the success of reforming Kenya Public Sector (10 marks)
- b. Discuss the challenges of devolution that delayed quick public sector reforms (10 marks)

QUESTION FIVE

- a. Do you think the introduction of New Public Management will have more advantage than the 'old' Public Sector Administration? (10 marks)
- b. Devolution has been described as a Kenyan success story as certain powers have been devolved to the County Government. Explain FIVE objectives of devolution as spelt out in Article 174 of the Constitution of Kenya 2010. (10 marks)