



ZIMBABWE EZEKIEL GUTI UNIVERSITY

**FACULTY OF LAW, BUSINESS INTELLIGENCE AND
ECONOMICS**

**DEPARTMENT OF ECONOMICS, MARKETING, AND ENTREPRENEURSHIP
EXAMINATION PAPER**

COURSE CODE : CBM 422
COURSE TITLE : Public Sector Management
SPECIAL REQUIREMENTS : None
DURATION : 3 Hours
LEVEL : 4.2
DATE : **12 JUN 2024**

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue
2. Use of silent, non-programmable calculators is allowed
3. Answer ALL questions in Section A and any three (3) questions in Section B.
4. The number of marks for each question or part question is shown in brackets []
5. Begin each answer on a new page.
6. **DO NOT OPEN THIS PAPER UNTIL THE INVIGILATOR INSTRUCTS YOU.**

SECTION A

QUESTION ONE

Case Study

Decentralization in the Local Authorities in Zambia.

The Government's responsibility in a modern society is an enormous task involving the social economic and political aspects of citizens of a particular country. For this reason, most countries find it necessary to decentralize their administration. Such decentralization can take a number of forms, for example; functional decentralization in which a particular service or function is hired from the Central Government to a semi-independent organization referred to as "quango" (quasi-autonomous non-governmental organization). Another form is regional devolution; which involves the limited transfer by central government of specific functions with all of the administrative, political and economic attributes that these entail, to Local (i.e. Municipal) government which are independent of the centre within a legally delimited geographic domain. Local government is an example of such devolution, but on a local basis. Local government is self-government involving the administration of the local community. Although subject to the central government in many ways, it must possess a considered amount of responsibility and discretionary power. The Zambian Local Authorities have over the past 40 years undergone changes in their internal organization. Confidence and optimism, sustained and reflected in their expanding budgets, have given way to reduced spending plans and reduction in service provision. They are currently experiencing a longer term and noticeable threat which can be described as "delocalization" meaning; central government is always concentrating its power at the center and not devolving it to local levels. This is evidenced by loss of resources to adequately deliver social services. This is caused by inter alia, drainage of Council revenue bases through changes in taxation policy i.e., through macro-economic reforms and privatization; 'penetration' by Central Government of the District and Sub -District level (the establishment of Constituency Development funds committee. The primary objectives of a decentralized system

are to facilitate the efficient delivery of services and to promote accountable and transparent governance, which responds to and benefits all sectors of society, particularly the poor and which strives to eradicate all forms of exclusion. Thus the need for Local Government arises together with the need to bring the government closer to the communities.

Required:

(a) Briefly explain any five (5) factors that influence the decentralization of a government system. (10 marks)

(b) Describe any five (5) primary objectives of decentralization. (5 marks)

(c) Despite the several benefits of decentralization, central government is always concentrating its power on the central government and not on local government. Provide any five (5) arguments why this is the case from the Zambian context.

(10 marks)

QUESTION TWO

a) Describe the factors that influence public policy decisions. (10 marks)

b) There has been an outcry over the pricing of contracts in Zimbabwe. The Procurement Regulatory Authority of Zimbabwe has come up with measures to tame the unwarranted price distortions. How effective have the measures been in the procurement of goods and services in the public sector? (15marks)

SECTION B: Answer any three questions from this section

QUESTION THREE

The public sector in Zimbabwe is expected to abide by the provisions of the Public Sector Corporate Governance Act (Chapter 10:31). Analyse how the act has affected the management of public entities. (25 marks)

QUESTION FOUR

One of the many duties of a manager in any business organization is to make decisions. This may include entrepreneurial decisions, problem solving and strategy formulation, to name a few. How effective are public sector managers in Zimbabwe effectively carrying out those roles. (25 marks)

QUESTION FIVE

Discuss in detail the nature of public administration theories' contribution to practice and their weaknesses. In your discussion you can focus on one specific theory or you could generalize to an applicable group of theories. (25 marks)

45/18 (am)