



**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** : 31 JUL 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

#### The purpose of a performance management system

One of the main purposes of the performance management system is to develop a systematic feedback mechanism. It creates a formal channel through which the employees become aware of their contribution to the organization in terms of performance. It communicates to the employee the improvement required in their performance to meet the role expectations and also provides encouragement for effort, and recognition for good performance.

Performance management addresses the development issues and skills gaps in the organization. It identifies the skills and knowledge development needed in the organization and helps to identify the appropriate learning and development solutions to meet these needs.

Using a performance management system helps to diagnose organizational problems, as it provides an idea about where the work is going wrong or where there may be performance issues, and helps to identify what adjustments are required to improve the performance status of the organization.

Management can use the information and data gathered from the performance management system to plan training and development initiatives, inform hiring decisions, devise recognition and reward strategies, and for workforce planning including promotions, succession planning and organizational restructures. The data also provides information about the performance levels, skills, knowledge and expertise of the current workforce

- a) Identify and discuss any four aims of a performance management system. (10marks)
- b) How can performance management be used in motivating employees in a public sector organization that you are familiar with. (15 marks)

**SECTION B: Answer any three questions from this section**

**QUESTION TWO**

Despite the several benefits of decentralization, some local government authorities still continue to fail in service delivery and the efficient provision of public goods. Suggest any reasons why this is the case and advise the resident minister on how the devolved states' management can be improved. (25 marks)

**QUESTION THREE**

Public budgeting is challenging because governments are typically faced with the issue of scarce resources. Discuss the issues around resource allocation issues that elected officials and public managers face in the context of the question V. O. Key posed nearly 80 years ago: "On what basis shall it be decided to allocate x dollars to activity A instead of activity B?". (25 marks)

**QUESTION FOUR**

How has public sector management changed over the past few decades and what impact have those changes had on how leaders "manage?" Provide examples for each change you describe. (25 marks)

**QUESTION FIVE**

Explore any five principles of good corporate governance and in your discussion give practical examples of a public sector organization you are familiar with. (25 marks)