



ZIMBABWE EZEKIEL GUTI UNIVERSITY

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

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

MODULE CODE : CBM 422
MODULE TITLE : Public Sector Management
SPECIAL REQUIREMENTS : None
DURATION : 3 Hours
LEVEL : 4.2
DATE : 26 NOV 2025

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 Ministry of Finance and Economic Development (MoFED) in Zimbabwe plays a pivotal role in formulating, coordinating, implementing, and monitoring macroeconomic policies and national development strategies. To enhance service delivery and ensure the efficient use of public resources, the Ministry has adopted a Performance Management System (PMS) grounded in Results-Based Management (RBM). This approach aims to achieve desired outcomes with available resources, promoting accountability and transparency within the public sector.

Evolution of Performance Management in Zimbabwe

Zimbabwe's journey towards performance management began in the early 2000s, with a significant milestone in 2005 when the Government introduced the Integrated Results-Based Management System (IRBMS). This system was designed to:

- 1) Align government activities with national priorities, improve efficiency and effectiveness in service delivery.
- 2) Enhance accountability and transparency in the use of public resources.
 - I. The IRBMS emphasizes four key pillars:
 - II. Performance Budgeting: Allocating resources based on expected outcomes.
 - III. Personnel Performance: Evaluating employee performance against set targets.
 - IV. Monitoring and Evaluation (M&E): Assessing the progress and impact of programs and projects.
 - V. Management Information Systems (MIS): Utilizing data and technology to inform decision-making.

Implementation of PMS in MoFED

Within MoFED, the PMS is operationalized through various structures and processes:

Strategic Planning: The Ministry develops annual and medium-term plans that outline objectives, strategies, and performance indicators aligned with national development goals.

Budgeting and Resource Allocation: The introduction of Program-Based Budgeting (PBB) has shifted focus from traditional line-item budgeting to allocating resources based on programs and expected results. **Performance Appraisals:** Employees undergo regular performance evaluations to assess their contributions towards achieving organizational objectives. These appraisals inform decisions on training, promotions, and rewards.

Monitoring and Reporting: The Ministry conducts regular monitoring of programs and

projects, producing performance reports that are shared with stakeholders to ensure transparency and accountability.

- a. Examine the challenges faced by MoFED in implementing a PMS and propose strategies to overcome these challenges. [10Marks]
- b. Discuss the significance of adopting a Results-Based Management framework in Zimbabwe's public sector, using MoFED as an example. [15Marks]

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)

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