



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 2/SEMESTER 1

COURSE CODE: MBA 860

NAME: PUBLIC POLICY, GOVERNANCE AND ADMINISTRATION

DATE: 2025-04-14

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A SECTION A IS COMPULSORY -(40MARKS), ATTEMPT ONLY ONE CASE STUDY

Question 1:

CASE STUDY : Public Policy Administration in Uganda

The Implementation of Universal Primary Education (UPE) in Uganda

Public policy administration involves the formulation, implementation, and evaluation of government policies to address societal needs. In Uganda, the Universal Primary Education (UPE) policy, introduced in 1997, serves as a landmark case in public policy administration. The policy aimed to provide free primary education to all Ugandan children, significantly increasing access to education. However, despite its achievements, the implementation process has faced various challenges, including inadequate funding, overcrowded classrooms, and teacher shortages.

Background of Universal Primary Education (UPE)

Before UPE, primary education in Uganda was largely accessible to those who could afford school fees, limiting opportunities for children from low-income families. The government, in partnership with international donors like the World Bank and UNICEF, launched UPE to improve literacy rates and promote national development. The key objectives of UPE were:

1. Providing free primary education for all children.
2. Eliminating gender disparities in education.
3. Reducing illiteracy and fostering national development.

Policy Implementation Process

The Ugandan government adopted a decentralized approach to implementing UPE, involving multiple stakeholders:

Ministry of Education and Sports (MoES): Responsible for policy formulation, curriculum development, and overall coordination.

Local Governments: Tasked with overseeing school administration and ensuring policy compliance.

International Partners: Provided financial and technical assistance.

Community Involvement: Parents and local leaders participated in school management committees.

Achievements of UPE

1. **Increased Enrollment:** The policy led to a surge in primary school enrollment, from about 3 million students in 1996 to over 8 million by 2010.
2. **Improved Gender Parity:** More girls gained access to education, reducing the gender gap in primary schools.
3. **Enhanced Literacy Rates:** Literacy levels improved, contributing to Uganda's human capital development.

Challenges in Policy Administration

Despite these successes, UPE encountered several administrative challenges:

1. **Inadequate Funding:** Government funding was insufficient to meet the growing demands, leading to poor infrastructure.
2. **Teacher Shortages and Low Motivation:** Many teachers were underpaid and overworked due to the high student-to-teacher ratio.
3. **Overcrowded Classrooms:** Some schools had up to 100 students per class, affecting the quality of education.
4. **Limited Accountability:** Corruption and mismanagement of funds hindered the effective implementation of UPE.

Policy Evaluation and Recommendations

To enhance UPE's effectiveness, the Ugandan government has undertaken reforms, including:

Increased Budget Allocation: More resources have been directed toward improving school infrastructure and teacher salaries.

Teacher Training Programs: Continuous professional development has been introduced to improve teaching quality.

Strengthening Monitoring Mechanisms: Efforts have been made to enhance transparency and accountability in UPE fund utilization.

Conclusion

Uganda's UPE policy highlights the complexities of public policy administration. While it has significantly expanded access to education, its challenges underscore the need for better resource allocation, teacher support, and accountability mechanisms. This case study provides valuable lessons for future public policy initiatives in Uganda and beyond.

Questions.

1. Discuss the key achievements and challenges of the Universal Primary Education (UPE) policy in Uganda. **(10marks)**
2. Analyze the role of different stakeholders in the implementation of UPE and how their contributions have shaped the policy's outcomes. **(10marks)**
3. Evaluate the effectiveness of Uganda's decentralized approach in administering public policies, using UPE as a case study. **(10marks)**
4. Suggest policy reforms that could improve the quality and sustainability of Uganda's Universal Primary Education program. **(10marks)**

Section B ATTEMPT THREE QUESTIONS ONLY FROM THIS SECTION-(60MARKS)

Question 1:

- a) Explain the role of public administration in policy making. **(10marks)**
- b) Examine the role of technology in modern public policy governance and administration. **(10marks)**

Question 2:

- a) A Public policy set by public offices possibly can dictate other programs that were on the existence. Discuss. **(10 Marks)**
- b) Explain the essential key elements of a good public policy in both public and private sector. **(10 Marks)**

Question 3:

- a) Define policy administration and state the ways in which it is conducted **(10marks)**
- b) Explain the significance of policy administration. **(10marks)**

Question 4:

- a) Define the term "Public Policy" and with clear explanation specify the different usage of the term "Policy" **(10 Marks)**
- b) Define the term "governance" and explain its several contexts that can be used. **(10 Marks)**

Question 5:

Discuss with examples the role of international and non -governmental organizations in influencing policy frame works . **(20marks)**

Question 6:

- a) Discuss the role of public participation in the policy-making process and evaluate the effectiveness of different public participation mechanisms. **(10marks)**
- b) Analyze the relationship between institutional frameworks and policy outcomes. **(10marks)**