INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

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

Question 1:

Case Study: Public Policy Theories

An approach suggests authentic procedures and techniques for the solution of a specific problem. To analyze the policy-making process, various approaches, theories, and models have been introduced by social and political scientists. American political scientist Harold Laswell presented the term 'Public Policy' in 1951 initially. Laswell projected a multidisciplinary innovative dexterous approach to control the political procedures of industrialized civilizations of Post-World War II. At present, the study of policy process and analysis has quickly established a higher level of theoretical framework commonly in the West. The theoretical approaches that are primarily connected with public policy formulation are rational-choice theory, incremental theory, policy output analysis, and elite theory among others.

Public policy is said to be a combination of laws, regulations, actions, policies and a lot of other factors concerning a given topic. Such public policies of a nation are shaped over time by education, advocacy groups, influences of lobbyists, and conflicting interests of special interest groups.

Policy actors are any individual or group that is directly or indirectly, formally or informally, affiliated with or affected by the policy process at any stage. They can include governments, businesses, NGOs, civil society organizations and communities as well as individuals. Policy actors seek to influence the outcome of a policy process through either direct or indirect action.

Question One:

a. Define the term “Theory” and explain the assumptions of **“Elite Theory”** in public policy. **(15 Marks)**

b. Define the term **“Government”** and explain the role of at least FIVE (5) governance actors in different levels. **(13 Marks)**

c. Explain the main features of a public policy process in public and private sector. **(12 Marks)**

Question 2:

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) 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 2:

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 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) Describe the five (5) pillars of effective governance in public policy.**(10 Marks)**

b) Demonstrate the principles of new public management in

public policy making. **(10 Marks)**

Question 5:

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)**

Question 6:

Discuss the importance of ethics in public administration and provide examples of ethical dilemmas in public policy implementation. **(20marks)**

Question 7:

a) Discuss the relationship between governance and development outcomes in developing countries. **(10marks)**

b) Examine the role of innovation in improving public administration and service delivery. **(10marks)**

Question 8:

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 9:

Explain with evidence the different public policies in your country, state their contribution to development administration **(20marks)**

Question 10:

Discuss the impact of globalization on national policy making and governance. (20marks)

Question 11:

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

Question 12:

a) State the key players in the policy cycle (10marks)

b) Giving solutions for each, state the challenges faced in the policy cycle **(10marks)**