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 861
NAME: MODERN PUBLIC MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Attempt One question in section A. Marked out of 40 marks

Question 1:

The New Public Administration (NPA) is a concept evolved to denote the academic advancement that took place in the discipline of Public administration as a result of deliberations in first Minnowbrook conferences held in 1968. The Minnowbrook Conference focused on certain important concerns of public administration like the public policy approach to public administration, which has become important as it has a significant effect on the quality of government.

a) How has Uganda's public sector benefited from ideas originating from the Minnowbrook conference (10 marks)?

b) Elucidate the features of New Public Management that are applicable in Africa's civil service (10 marks).

c) Elaborate the principles of New Public Management that have been adopted by your countries public service (10 marks).

d) Discuss the evolution of New Public Management in the world (10 marks).

Question 2:

A structural adjustment is a set of economic reforms that a country must adhere to in order to secure a loan from the International Monetary Fund and/or the World Bank. Structural adjustments are often a set of economic policies, including reducing government spending, opening to free trade, and so on. Since 1987, the government of Uganda as many developing countries has been implementing economic policy reforms under the commonly called Structural Adjustment Programme. Among other policy measures, price controls and the monopoly

of marketing boards were dismantled and export duties were virtually eliminated.

With reference to structural adjustment programmes in a nation of your choice interrogate the importance of the following:

a) Classical Public Administration Theory (10 marks)

b) Bureaucratic theory (10 marks)

c) New Public Management Theory (10 marks)

d) Postmodern Public Administration Theory (10 marks)

Question 3:

New Public Management (**NPM**) is an approach to running public sector organizations that is used in government and public service institutions and agencies, at both sub-national and national levels. There is a strong case made by many academics that the new public management is more of a theory than a passing trend. As a body of theory, a consulting interest, and a set of administrative methods it is used to analyze current changes in public administration.

Using NPM analyze the following in your country of origin;

a) Public Policy Analysis and Implementation Evaluation (10 MARKS)

b) Public Budgeting and Finance (10 MARKS)

c) Regulation and Public Service Delivery (10 MARKS)

d) Accountability and Control Mechanism in Public sector (10 MARKS)

Question 4:

Uganda's National Water and Sewerage Corporation (NWSC) emerged from the Idi Amin period in the mid-1980's with devastated infrastructure. Over the next ten years, substantial donor investments dealt with much of the physical side of things, but management was another matter. In 1995 technical

efficiency (water billed over water produced) was only about 25%, collection efficiency (water paid-for over water billed) was only 58% and the resulting serious cash- flow problems hindered recovery. In 1995 a new NWSC Act was designed to give the company autonomy in return for accountability. These principles were embodied in a series of management/performance contracts during the well-known reform period beginning in 1998. Results were impressive. For the country as a whole, from 1998 to 2004: real output increased at a compound annual average rate of 8.7% and real Return to Capital at 24.6%; while technical efficiency increased from 47.7% to 61.8% and collection efficiency rose from 60.0% to essentially 100%. Labor productivity soared as the number of workers was almost halved, but employed workers benefited from substantially higher wages and benefits. Consumer benefits as measured by new connections grew at an average compound rate of 27.2%. This is clearly an impressive performance, which any company, public or private, in a rich or poor country, would be proud of. NWSC has gone on to date (2024) to be an example of success using private sector practice in the public sector in Uganda and beyond.

a. Compare public and private administration (10 marks)
b. Contrast public and private administration (10 marks)
c. Discuss the pros and cons of modern public management (20 marks)

Question 5:

On completing your MBA you are employed as a Senior Manager in the civil service of your country. The Principal Manager assigns you the duty of making a case for the use of quantitative approaches in decision making to the Permanent Secretary and the Top Management at your Ministry. Among the quantitative techniques you cite are heuristic programming, algorithmic programming, integer programming, quadratic programming,

Just In Time (JIT), Program Evaluation Review Technique (PERT) and Critical Path Method (CPM).

a. Examine the merits of quantitative methods (10 marks).

b. Examine the demerits of quantitative methods (10 marks).

c. Describe some quantitative techniques you would explain to Top Management (10 marks).

d. Discuss briefly non-quantitative approaches to the Top Management (10 marks).

SECTION B

Attempt three questions in section B. Marked out of a total of 60 marks. Therefore each question is out of 20 marks

Question 1:

Discuss in detail the historical metamorphosis of public administration (20 marks).

Question 2:

Discuss comprehensively the four contemporary approaches to management you have studied (20 marks).

Question 3:

Examine with examples the role of states in harnessing modern public management for development (20 marks).

Question 4:

a) Elaborate coherently the 10 principles of New Public Management (12 marks).

b) Elucidate the 7 features of New Public Management (8 marks)

Question 5:

Examine features of Public Policy Analysis and Implementation Evaluation in your country

Question 6:

Elucidate trends in Public Budgeting and Finance in your nation

Question 7:

Elaborate Regulation and Public Service Delivery in a country of your choice

Question 8:

Accountability and Control Mechanism in Public sector can be challenging in any bureaucracy. React!

Question 9:

Interaction between Government and the Public in the modern era has been

enhanced by information communication technology. React!

Question 10:

Discuss clearly and coherently the relevance of bureaucracy in the modern age.

Question 11:

Discuss the merits and demerits of F. W Taylors Scientific Management

Question 12:

Elucidate the relevance today of Henri Fayal's management principles.