INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA 861
NAME: MODERN PUBLIC MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

SECTION A IS COMPULSORY

Question 1:

New Public Management is an approach to public administration that emerged in the late 20th century, emphasizing efficiency, performance, and market-oriented reforms in government operations. It arose as a response to the perceived inefficiencies of traditional bureaucratic models, which were often criticized for being rigid, slow, and unresponsive to citizens' needs.

It advocates the adoption of private-sector management techniques in the public sector, including performance measurement, decentralization, outsourcing, and results-oriented budgeting.

Somalia is one of the developing countries adopting New Public Management principles, outsourcing many services to private contractors to increase efficiency.

a) Examine the principles of New Public Management (10 marks)

b) Assess the risks and benefits of applying New Public Management in public sector. (10 marks)

c) What strategies should Somali Government implement for the success of New Public Management. (10 marks)

d) Why should Organizations embrace New Public Management? (10 marks)

Question 2:

Globalization has significantly reshaped Africa's economic, political, and social landscape. By integrating African economies into the global

market, it has facilitated foreign investment, trade expansion, and technological transfer, contributing to growth in sectors such as telecommunications, finance, and energy. Countries like Kenya, Nigeria, and South Africa have benefited from access to international markets and innovations, which have improved infrastructure and service delivery.

However, globalization also presents challenges. Unequal power relations often favour multinational corporations, exacerbating economic dependency and widening income inequalities. Cultural homogenization, brain drain, and vulnerability to global financial shocks further complicate governance and development planning. African governments face the dual task of connecting the benefits of globalization while protecting local industries, labour, and cultural heritage. Sustainable policies, regional integration, and strategic partnerships are crucial for ensuring that Africa leverages globalization for inclusive growth and socio-economic development.

a)

How can Africa countries maintain and sustain the opportunities that Globalization presents? (10 marks)

b) With relevant examples, describe the challenges African Countries are face as a result of Globalization. (10 marks)

c) Assess whether Globalization presents more opportunities or challenges to Africa’s development. (10 marks)

d) Advise leaders on the African continent as to why they should embrace Globalization. (10 marks)

SECTION B

ANSWER THREE QUESTIONS

Question 1:

A city government enters a partnership with a private firm to manage solid waste collection. After six months, citizens complain of poor service and rising costs. Discuss the advantages and risks of using Public–Private Partnerships in public service delivery. (20 marks)

Question 2:

A government agency responsible for infrastructure development is accused of mismanaging public funds. The Manager of the Agency insists that procurement rules were followed, but an audit reveals irregularities. Examine the importance of accountability mechanisms in preventing corruption. (20 marks)

Question 3:

When COVID 19 pandemic reached Uganda, the government introduced emergency health measures including lock downs, travel restrictions and rapid supplies of food and medical treatment for the citizens. However, these were slow and inconsistent across the regions and some official distributed food to friends and relatives. Examine the principles of good governance that were violated. (20 marks)

Question 4:

The Government of Somalia launched a nationwide infrastructure program aimed at building new roads, schools and hospitals. The project was funded by World Bank. After three years, an independent audit reveled that there were inflated contracts, bribe taking and diversion of funds. Account for the rise of corruption in developing countries and propose

accountability mechanisms and control in preventing corruption. (20 marks)

Question 5:

A government introduces performance contracts for heads of departments in an effort to improve service delivery. Some departments show great improvement, while others remain stagnant. Assess the relevance of performance contracting to modern public management and explain the variation in departmental performance. (20 marks)

Question 6:

Performance Contracting is a management tool used in the public sector to enhance efficiency, accountability, and transparency in service delivery. Evaluate how Performance contracts can be designed to motivate public servants and examine the factors that may explain the variations in departmental performance. (20 marks)

Question 7:

Analyse why Public Private Partnerships (PPP) sometimes fail to meet citizens' expectations and suggest monitoring and evaluation mechanisms to ensure accountability from the private partner. (20 marks)

Question 8:

Parliament of Uganda is in partnership with Triumph Company Limited to provide telecommunication services. Examine the advantages and risks of using Public Private Partnership in Public Sector. (10 marks)

Question 9:

A new Permanent Secretary is appointed to lead a poorly performing ministry. Within two years, the ministry becomes one

of the best[1]performing public institutions through improved coordination, discipline, and accountability. Account for the success of the of ministry and analyse why the ministry was poorly performing. (20 marks)

Question 10:

One of the approaches/theories of Public Administration is the Classical Theory commonly known as Traditional Public Administration. it is grounded in the bureaucratic principles of Max Weber, scientific management theories of Fredric Taylor and administrative ideas of Woodrow Wilson which laid the foundation of the current public administration. examine the features of Traditional Public Administration in relation to the current public sector. (20 marks)

Question 11:

Mogadishu Capital Authority is launching a housing project for low income citizens. The project budget is 100 million dollar as per the World Bank projections. However there is disagreement among stakeholders who have raised the issue of corruption at the Capital Authority. How can good governance address the issue of of corruption at the Capital Authority (20 marks)

Question 12:

Kenya is one of the developing countries adopting New Public Management principles, outsourcing many services to private contractors to increase efficiency. Assess the risks and benefits of applying Public Private Partnership in public sector. (20 marks)