



**FACULTY OF BUSINESS MANAGEMENT**  
**END OF SEMESTER EXAMINATIONS - APRIL 2025**

**PROGRAMME: BPA**

**YEAR/SEM: YEAR 3/SEMESTER 1**

**COURSE CODE: PSM 3102**

**NAME: INNOVATION IN PUBLIC MANAGEMENT**

**DATE: 2025-04-24**

**TIME: 9:00AM-12:00PM**

**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 This section requires all candidates to analyze a case study and provide comprehensive responses to the associated questions. The case study will test your ability to apply theoretical knowledge to practical scenarios, critically evaluate information, and propose evidence-based solutions. Carefully read the case study provided, ensuring you understand the context and key issues before answering the questions. Each response should be structured, concise, and supported by relevant concepts, examples, and or references where applicable. Ensure clarity and coherence in your answers, as this section contributes 40% to your total marks.**

**Question 1:**

**Scenario A**

**Innovations in Public Management in Somalia, Uganda, and South Sudan**

In the vibrant capitals of Somalia, Uganda, and South Sudan, the air buzzed with the promise of change as government officials gathered to discuss the latest innovations in public management. Among them was Maria, a dedicated public servant who had spent years advocating for reform in the public sector. She understood that the landscape of public administration was evolving rapidly, driven by the need for improved efficiency and responsiveness to citizen needs. Maria's journey began when she first joined the Ministry of Public Administration as a young analyst. She was inspired by the potential of government to make a difference in people's lives. Over the years, she witnessed first-hand how innovative approaches were reshaping public service delivery. The introduction of performance-based budgeting, e-government initiatives, and citizen participation programs were just a few examples of how these countries were striving to meet the challenges of modern governance.

As she prepared for a presentation on recent innovations, Maria reviewed key concepts that had become integral to public management. Performance-based budgeting aimed to allocate resources more effectively, ensuring that funds were directed toward initiatives that demonstrated measurable outcomes. E-government initiatives facilitated online access to services, making it easier for citizens to interact with government agencies. Citizen participation encouraged community involvement in decision-making processes, fostering transparency and accountability. Sidi, Atak, Jamila reflected on the various innovative initiatives implemented across Somalia, Uganda, and South Sudan. One notable project in Uganda was the implementation of digital land registration systems, reducing fraud and expediting land ownership processes. In Somalia, mobile money integration in tax collection had enhanced revenue mobilization while increasing financial transparency. South Sudan had introduced community-driven development programs, ensuring that local needs were addressed through participatory governance.

These innovations, however, came with challenges. Bureaucratic resistance, infrastructural gaps, and digital literacy disparities often hindered smooth implementation. For instance, while Uganda's e-government services were expanding, rural areas still faced limited internet access. In Somalia, integrating mobile technology in public finance systems required overcoming cybersecurity concerns. South Sudan's participatory governance efforts demanded continued efforts to foster trust in public institutions after years of conflict. Sidi, Atak, Jamila also discovered that evidence-based policy-making had become a cornerstone of innovation in public

management. By relying on data and research to inform decisions, policymakers in all three countries could better address complex societal issues. This approach not only improved outcomes but also built trust among citizens who felt their needs were being prioritized.

The impact of these innovations on public service delivery was significant. Citizens reported higher satisfaction levels due to improved access to services and greater involvement in governance processes. However, Sidi, Atak, Jamila noted that there were still lessons to be learned. While technology enhanced service delivery, the digital divide remained a critical challenge. Ensuring equitable access to digital services required continued investments in infrastructure and capacity building. As she wrapped up her presentation, Sidi, Atak, Jamila felt a renewed sense of purpose. The road ahead would require continued commitment to innovation and adaptation in public management. They knew that embracing new ideas and approaches would be essential for meeting the evolving needs of society. With notes in their hands, Sidi, Atak, Jamila stepped out into the bustling streets of Kampala, Mogadishu, and Juba. The sun was setting, casting a warm glow over the cities as they walked towards their next meeting. They felt optimistic about the future of public management in Somalia, Uganda, and South Sudan and was determined to be at the forefront of driving positive change.

### **Question One**

(a) Discuss how performance-based budgeting, e-government initiatives, and citizen participation programs have transformed public administration in Somalia, Uganda, and South Sudan. Use relevant examples to illustrate your argument. **[10 marks]**

(b) Identify and analyze the key challenges faced by Somalia, Uganda, and South Sudan in adopting innovative public management strategies. How can these challenges be overcome to ensure effective service delivery? **[10 marks]**

(c) Examine the significance of public-private partnerships and evidence-based policy-making in enhancing governance and service delivery in Somalia, Uganda, and South Sudan. Provide examples of successful initiatives and their outcomes. **[10 marks]**

(d) Based on the current trends discussed in the passage, evaluate the future prospects of public management in these three countries. What additional reforms or innovations should be implemented to improve governance and public service delivery? **[10 marks]**

**Total Marks 40**

**Section B This section comprises a series of structured questions designed to evaluate your comprehension of fundamental concepts and your ability to apply them effectively. You are required to respond to any three questions of your choice, with each question contributing 20% to the total score. Your answers should be well-structured, clearly articulated, and demonstrate a deep understanding of the subject matter. Support your responses with relevant examples, theoretical concepts, and appropriate references. The quality and depth of your responses in this section will collectively account for 60% of the overall marks. Each response should be presented in a short essay format, with a minimum length of 300 words.**

**Question 1:**

- (i) What infrastructural challenges affect e-government services in Uganda, South Sudan, and Somalia? **[4 Marks]**
  - (ii) How has Uganda, South Sudan, and Somalia addressed issues of financial transparency in tax collection? **[4 Marks]**
  - (iii) What are some cyber security concerns associated with integrating mobile technology in Uganda, South Sudan, and Somalia's public finance systems? **[4 Marks]**
  - (iv) Why is digital literacy an important factor in the successful implementation of e-government services? **[4 Marks]**
  - (v) What steps has Uganda, South Sudan, and Somalia taken to rebuild trust in public institutions? **[4 Marks]**
- [20 Marks]**

**Question 2:**

- (i) What are some key challenges facing public administration in Somalia, Uganda, and South Sudan? **[10 Marks]**
  - (ii) Define performance-based budgeting and explain its significance in public administration. **[10 Marks]**
- [20 Marks]**

**Question 3:**

- (i) What is evidence-based policy-making, and why is it important in public management? **[5 Marks]**
  - (ii) How does data-driven decision-making improve governance outcomes in Somalia, Uganda, and South Sudan? **[5 Marks]**
  - (iii) What benefits do policymakers gain from using research and data in policy formulation? **[5 Marks]**
  - (iv) How have these innovations impacted citizen satisfaction with public services? **[5 Marks]**
- [20 Marks]**

**Question 4:**

- (i) What are some of the key challenges facing public organizations in implementing innovative management practices? **[15 Marks]**
  - (ii) What is performance management and how is it used in public management? **[5 Marks]**
- [20 MARKS]**

**Question 5:**

- (i) What are some of the key innovations in public management that have emerged in recent years? **[10 Marks]**
  - (ii) How has the adoption of performance-based management impacted public organizations? **[10 Marks]**
- [20 MARKS]**

**Question 6:**

- (i) Explain how innovation agents contribute to the diffusion of innovation in an organization or society. **[10 Marks]**

- (ii) Discuss Everett Rogers' Diffusion of Innovation Theory and its relevance to the role of innovation agents. **[5 Marks]**
- (iii) Provide case studies or examples that illustrate the impact of innovation agents on innovation adoption. **[5 Marks]**

**[20 Marks]**