



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND
TECHNOLOGY (MMUST)**

**UNIVERSITY EXAMINATIONS
SUPPLEMENTARY**

2021/2022 ACADEMIC YEAR

FOURTH YEAR FIRST SEMESTER EXAMINATION

**FOR THE DEGREE
OF
BACHELOR OF COMMERCE**

COURSE CODE: BCO 405

COURSE TITLE: PUBLIC SECTOR MANAGEMENT

DATE: THURSDAY, 28TH JULY 2022 TIME: 8:00 - 10:00AM

INSTRUCTIONS TO CANDIDATES

Answer question **ONE** and any other **TWO** questions

TIME: 2 HOURS

MMUST observes **ZERO** tolerance to examination cheating

This Paper Consists of 6 Printed Pages. Please Turn Over.

QUESTION ONE (COMPULSORY) (30 MARKS)

Case Study: Mc Kinsey's strategic planning for governments worldwide⁷

The Mc Kinsey group helps public institutions build and execute strategies to achieve their policy and organisational goals. Public-sector organisations around the world face important questions about how to fulfil their core mission, respond to political and environmental changes, and deliver services to citizens despite reduced budgets. To answer these questions, organisations must undertake rigorous strategic planning – a process that can be difficult, especially in the context of a diverse stakeholder environment with numerous and often divergent interests and priorities.

Working in collaboration with senior leaders, the Mc Kinsey group helps public-sector organisations set a vision for strategic outcomes, build a robust fact base, rigorously assess options under uncertainty, design an actionable plan, win support from key stakeholders, and evaluate progress from design through execution to ensure that strategies have lasting impact.

Drawing on insights from the private sector and decades of public-sector work, the Mc Kinsey group supports clients on a range of strategic topics, including identifying social, economic, and technology trends; synchronising budgeting and strategic-planning processes; designing stakeholder-engagement plans; and creating innovation programs at scale. The consultants advise public-sector agencies varying in size, scope, and geography – from regional health agencies in Africa to school districts in US cities, from national defence departments to municipal infrastructure and technology teams.

In the past five years alone, the Mc Kinsey group has supported more than 1,000 public-sector strategy projects. Examples include the following:

- advising a national government in Asia on a competitive tourism strategy that has led to revenue growth and significant job creation
- helping a government agency bring together three sub agencies that had historically developed their own strategic plans, creating an integrated approach with broadstaff support
- supporting a US government agency in overhauling its approach to strategic priority setting; specific tasks included helping the client build alignment and develop a shared prioritisation process used by all ministers and senior officials
- assisting a major African government's tax division in transforming its process for handling budget planning and revenue allocation in the face of

significant demographic and economic changes, resulting in improved collection rates

- supporting an Asian municipality in creating a strategic road map to grow into a major metropolis, attracting significant private investment, developing a 'go live' plan for a new automotive zone, and implementing new urban-planning incentives to ensure sustainable growth.

Mc Kinsey's global team of consultants has access to proprietary research, tools, and solutions that have been successfully tested and applied in various contexts. For example, the McKinsey Centre for Government's research on strategies for government innovation offers insights on how successes achieved in one department can be appropriately scaled across a national government. The consultants use proven approaches, such as the portfolio of initiatives and senior-team workshops, to help their clients identify solutions, accelerate innovation, and drive on-the-ground change.

Source: Mc Kinsey and Company (2016) Strategy, www.mckinsey.com

Questions

1. What are the key planning activities undertaken by the Mc Kinsey group for their clients?
2. Why are private sector activities linked with that of the public sector in planning? What are their implications?
3. Why do various governments give credibility to Mc Kinsey in planning? What does the company offer as added value in its international business prospect?

QUESTION TWO (20 MARKS)

- a. Devolution has been applauded because of the many benefits it has brought with it. However, there are certain challenges that threaten the survival of devolution. Discuss.
- b. Explain the typical role and activities of a public officer.

QUESTION THREE (20 MARKS)

- a. A public corporation is that form of public enterprise which is created as an autonomous unit, by a special Act of the Parliament or the State Legislature to provide certain

essential goods and services to the citizens. Explain five shortcomings of public corporations

- b. Public policies can only produce truly inclusive results when policy makers listen to both men and women, and integrate diverse perspectives. Explain reasons for increased advocacy of women in public service.

QUESTION FOUR (20 MARKS)

- a. The concept of Huduma Centre goes against the spirit of decentralization of services. Discuss the key benefits inherent in this model of public service delivery
- b. Engaging citizens in policy-making allows governments to tap new sources of ideas, information and resources when making decisions. Suggest measures the government can take to encourage public participation.

QUESTION FIVE (20 MARKS)

- a. Explain the various ways in which governments may exhibit public policy short-termism
- b. Discuss the nature of public service today