(*University of Choice*)

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

UNIVERSITY MAIN EXAMINATIONS

2021/2022 ACADEMIC YEAR

FOURTH YEAR FIRST SEMESTER EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: **BCB 405**

COURSE TITLE: **PUBLIC SECTOR MANAGEMENT**

DATE: THURSDAY, 20TH JANUARY 2022 **TIME:** 3:00 - 5:00PM

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 3 Printed Pages. Please Turn Over.

QUESTION ONE (COMPULSORY) (30 MARKS)

Case Study: The need to maximise the performance and potential of all employees and organisations[7]

We work in a dynamic workplace with roles and opportunities spanning policy, diplomacy, operational management, programme management, process improvement, and service delivery across national issues as diverse as driving economic growth, responding to climate change, and tackling obesity. We recruit on strict principles of merit and probity, and have traditionally attracted a skilled and professional workforce. The Civil Service's effectiveness depends on the performance of its leaders, managers, and staff ultimately. Yet, the feedback points to we are not making the best use of our talent and expertise. We must take quick action to prepare for the demographic challenges of an ageing workforce. To achieve the vision for the future, we need to recruit regularly, become an employer of choice, and set the highest value on staff's quality and performance at all levels, in all roles. To support this, we need a renewed focus on achieving greater equality of opportunity, diversity, and gender equality across our workforce so over time we build a Civil Service that more closely reflects the society in which it works. This means significantly changing how we choose and train staff and set new expectations about performance levels we will accept. To be successfulwe will need to significantly expand our strategic human resource capability and create a step-change in how we lead and manage HR practices.

Source: The Civil Service Renewal Plan (2014) A Vision and Three Year Action Plan forthe Civil Service, UK.

Questions:

a. Explain the key concerns of a contemporary and accountable public service **(10 Marks)**

b. What are the main considerations in developing the future of the public service? **(10 Marks)**

c. How can the public sector benefit from an expansion of its human resource capability? **(10 Marks)**

QUESTION TWO (20 MARKS)

a. Despite attraction provided by public service jobs, there remains certain disadvantages in the public service that deters young people to be attracted to government jobs. Explain

five challenges that hinder young people from joining the public service **(10 Marks)**

b. For a long time there has been a clamour for decentralization of government services. Explain the arguments for decentralization **(10 Marks)**

QUESTION THREE (20 MARKS)

a. Explain the concept of flexitime and demonstrate how it affects organisation of work in the public service **(10 Marks)**

b. Transforming and directing the energies of others into purposive action requires the right knowledge and information, skills, abilities and attitude. For that matter, effective leadership requires a balanced combination of job related attributes and personal qualities. Discuss the critical leadership competencies required of public managers **(10 Marks)**

QUESTION FOUR (20 MARKS)

a. Discuss the guidelines for good public sector governance **(10 Marks)**

b. Corporate planning is important in the public sector but there are reasons to believe that failure might exist in this area. Examine the certain causes of corporate planning failure **(10 Marks)**

QUESTION FIVE (20 MARKS)

a. County Governments have been with us since the year2013. What is so good that can be said of the concept of devolution **(10 Marks)**

b. Explain the challenges facing public sector management in Kenya today **(10 Marks)**