

The  
Management  
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

**MGT 414: LEADERSHIP IN PUBLIC AND PRIVATE SECTOR**

**DATE: 4<sup>TH</sup> APRIL 2019**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

Read the Case Study below carefully and answer the questions that follow:

**PERFORMANCE MANAGEMENT THE WAY TO BETTER SERVICE DELIVERY IN PUBLIC SECTOR**

Yes, countries all over the world are struggling with how to maintain performance management and budgeting in public service delivery. Theories on how this can be achieved through reducing public spending are an ongoing challenge in almost all countries of the world. In development world, the need to compare the performance of several countries could bring us closer to developing models that can guide our operations. However, cross-country comparisons can be useful to identify best practices in delivering public services in a cost-effective manner. In practice, the scantiness of data often makes it difficult to benchmark countries, but recent attempts at doing so in the education sector – where the lack of output data is a less severe constraint reveal that efficiency shortfalls can be large. Also, the variety of developed countries approaches to managing public spending programmes provides useful insights about possible strategies for improving value for money. In that respect, stepping up the use of performance management and budgeting is an important dimension of the reforms for efficient service delivery by public sector. Recent developments in public spending have shown that there is a direct relationship between performance management and better services. However, the factors behind this positive development such as; improving cyclical conditions, privatisation and enterprise restructuring, and lower debt servicing costs are unlikely to exert the same influence going forward. Meanwhile, demands on social transfer systems have remained intense over the past two decades; spending on pensions, poverty alleviation programmes and core merit goods (education and health) continued on a clear upward trend especially in developing countries. Population growth in poor countries as well as growing population of the ageing puts further significant pressures on public spending in virtually all countries.

**Required;**

- a. Discuss five benefits that can be associated with the adoption of performance management by the Kenyan government in form of performance contracting to the common man as indicated in this case study. (15 marks)

- b. Discuss the meaning of the statement; "However, cross-country comparisons can be useful to identify best practices in delivering public services in a cost-effective manner" as applied in the case study. (10 marks)

## QUESTION 2

Distinguish how management of public enterprises differs from private management in the following factors;

- a. Managerial complexity (3marks)
- b. Decision making process (3marks)
- c. Policymaking (3marks)
- d. Stakeholders influence (3marks)
- e. Performance measurement (3marks)

## QUESTION 3

- a. Discuss the role of the team leader in each of the following stages of group development.
- i. Stage 1 (2 marks)
  - ii. Stage 2 (2 marks)
  - iii. Stage 3 (2 marks)
  - iv. Stage 4 (2 marks)
  - v. Stage 5 (2 marks)
- b. Highlight five qualities or knowledge areas for successful team leadership (5 marks)

## QUESTION 4

- a) Highlight any three roles played by clear objectives as a tool for effective meeting management and handling. (6marks)
- b) Discuss three challenges facing social development managers and supervisors on the course of their work (9 marks)

**QUESTION 5**

- a. Distinguish between servant leadership and transformational leadership  
(10marks)
- b. Highlight five reasons why it is important for Leaders to know their Leadership Style  
(5 marks)

**QUESTION 6**

- a) Highlight five Key principles for effective leadership. (5 marks)
- b) Differentiate between groups and teams as applied in development studies  
(10 marks)