

**UNIVERSITY OF SWAZILAND
INSTITUTE OF POST-GRADUATE STUDIES**

MASTER OF EDUCATION IN ADULT EDUCATION

FINAL EXAMINATION PAPER MAY, 2015

TITLE OF PAPER	:	MANAGEMENT OF PUBLIC ENTERPRISES
COURSE CODE	:	AE 610
TIME ALLOWED	:	THREE (3 HOURS)
INSTRUCTIONS	:	1. ANSWER THREE (3) QUESTIONS ONLY.
		2. QUESTION ONE (1) IS COMPULSORY
		3. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLET PROVIDED.
		4. DO NOT WRITE ON THE QUESTION PAPER.

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

QUESTION 1 [COMPULSORY]

- (a) Analyse the extent to which the following recommendations made by the King III report (2009) could improve the performance of public enterprises: (i) Ethical leadership and corporate citizenship (ii) Governance of risks (iii) Compliance with laws, codes and standards and (iv) Integrated reporting and disclosure.
[20 marks]
- (b) Critique the performance of Swaziland public enterprises in (i) managing people, (ii) Monitoring costs (iii) accountability (iv) ethics of service delivery.
[20 marks]

QUESTION 2

- (a) Critically examine the differences between private and public sector enterprises.
[10 marks]
- (b) Using a scenario on Swazi public enterprises, critique the role of governance and leadership in their creation and performance.
[20 marks]

QUESTION 3

- (a) Critically examine why (i) institutional capacity, (ii) multiple accountability, (iii) declining service ethics and (iv) access to ICTs have been identified as the major challenges in the management of public enterprise.
[20 marks]
- (b) What strategies are being used/could be used in providing solutions to the above challenges.
[10 marks]

QUESTION 4

- (a) Why are the roles and functions of the Chief Executive Office (CEO) and Financial Officer (FO) critical to the performance of a public enterprise?
[10 marks]
- (b) Critique the performance of a public enterprise of your choice in (i) internal governance and management (ii) performance contracting (iii) outsourcing/ contracting out (iv) Public-Private sector partnership and (v) use of ICTs in public service delivery.
[20 marks]

QUESTION 5

- (a) What is the role of the Swaziland Public Enterprise Unit (PEU)?
[10 marks]
- (b) Using a scenario on Swazi public enterprises, analyse why appropriate empowering of managers and boards/councils of these enterprises is a key in achieving both efficiency and effectiveness.
[20 marks]

- (a) What are the roles and functions of boards of directors of public enterprises in Swaziland? [10 marks]
- (b) Analyse the extent to which (i) total quality management, (ii) organizational strategic management and (iii) training and human resource capacity building could improve the performance of public enterprises. [20 marks]