

*COURSE CODE: AED 634 (M) page 1 of 3 May, 2018*

UNIVERSITY OF SWAZILAND

INSTITUTE OF POST-GRADUATE STUDIES

MASTER OF EDUCATION IN ADULT EDUCATION

MAIN EXAMINATION MAY, 2018

**TITLE OF PAPER : MANAGEMENT OF PUBLIC ENTERPRISES**

**COURSE : AED 634**

**TIME ALLOWED : THREE (3) HOURS**

**INSTRUCTIONS :**

- 1. ANSWER THREE (3) QUESTIONS ONLY**
- 2. QUESTION 1 IS COMPULSORY**
- 2. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLETS PROVIDED.**
- 3. 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 (40 marks)**

- (a) Critically examine the use of the following theories in the management of public enterprises: (i) Transformational leadership (ii) Total quality management (iii) Contingency theory (iv) re-engineering  
[10 marks]
- (a) Examine the impact of the King reports I,II,III, IV (IoDSA, 1994;2002; 2009;2016) on current management practices of PEs/SOEs.  
[10 marks]
- (b) Critique the performance of Swaziland public enterprises in: (i) governance of risks, (ii) governance of information technology, (iii) compliance with laws, rules, codes and standards, (iv) governing stakeholder relationships (v) management of resources and (vi) public-private sector partnerships (PPP). [20 marks]

**QUESTION 2 (25 marks)**

- (a) Critically examine the main features of public enterprises/SOEs and implications for their management.  
[15 marks]
- (b) Using Swaziland and the SADC region as examples, critique the contribution of public enterprises/SOEs to public, national and regional development.  
[20 marks]

**QUESTION 3 (25 marks)**

- (a) Critically examine the distinction in management, among (i) a departmental undertaking, (ii) a statutory (public) corporation and (iii) a government company.  
[10 marks]
- (b) Critically examine the role of the following structures/figures in the effective management of public enterprises in Swaziland: (i) Public enterprise unit (PEU), (ii) SCOPE (iii) Board/Council (iv) Chief executive officer (CEO), (V) Chief financial officer.  
[20 marks]

**QUESTION 4 (25 marks)**

- (a) Examine the characteristic features of the following models of management and their relevance to public enterprises: (i) administrative (ii) bureaucratic (iii) management (iii) market.  
[12.5 marks]
- (b) Explain how and why, you could use any of the above models to overcome some of the following perennial challenges that have beleaguered PEs: (i) cronyism (ii) accountability (ii) ethics of service delivery (iii) human resource capacity building (iv) efficient and effective use of resources.  
[12.5 marks]

**QUESTION 5 (25 marks)**

- (a) Critique the advocacy for 'learning organisations' (Senge, 1990) as a panacea for organizational problems. [10 marks]
  
- (b) Using a PE of your choice in Swaziland, critically examine how the following interventions have improved /could improve the performance of enterprise: (i) management and leadership style (ii) management of talent (iii) performance contracts (iv) empowerment of boards (v) personnel incentives and (vi) management capacity building. [15 marks]