

UNIVERSITY OF SWAZILAND
INSTITUTE OF POST-GRADUATE STUDIES

MASTER OF EDUCATION IN ADULT EDUCATION

FINAL EXAMINATION PAPER MAY, 2016

TITLE OF PAPER : MANAGEMENT OF PUBLIC ENTERPRISES

COURSE CODE : AE 610/AED 634

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 [40 marks] [COMPULSORY]

- (a) Using Swaziland as an example, examine the distinction between public enterprises and private enterprises. [10 marks]
- (b) Examine the link between management of the PE's resources and the external environment. 10 marks]
- (c) Using a public enterprise (PE) of your choice, critique the role of the following key figures/structures in increasing the production and productivity of the PE: (i) Public Enterprise Unit (ii) Board/Council and (iii) Chief executive officer (CEO) and Chief financial controller (CFC). [20 marks]

QUESTION 2 [30 marks]

- (a) What is the relationship between production and productivity in organisation? [10 marks]
- (b) Critically examine strategies used by Swazi public enterprises in overcoming the following challenges: (i) institutional capacity, (ii) accountability, (iii) service ethics and (iv) use of ICTs. [20 marks]

QUESTION 3 [30 marks]

- (a) Critique the performance of a public enterprise of your choice on (i) total quality management, (ii) organizational strategic management and (iii) training and human resource capacity building. [20 marks]
- (b) Analyse why appropriate empowering of managers of these public enterprises could increase both efficiency and effectiveness of the PEs in achieving their goals. [10 marks]

QUESTION 4 [30 marks]

Seven characteristics of good corporate governance are “discipline, transparency, independence, accountability, responsibility, fairness and social responsibility” (King III Report).

- (a) Critically examine the relevance of the above characteristics to public enterprises in Swaziland. [10 marks]
- (b) 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. [20 marks]

QUESTION 5 [30 marks]

- (a) What is corporate social responsibility?
[10 marks]
- (b) Critique the performance of Swaziland public enterprises in (i) Compliance with laws, codes and standards and (ii) integrated reporting and disclosure (iii) managing talent and (iv) monitoring costs [20 marks]

QUESTION 6 [30 marks]

- (a) Critically examine the relationship between a PE and its external environment.
[10 marks]
- (b) Using a scenario on Swazi public enterprises, outline strategies you could use to empower managers and boards/councils to increase the efficiency and effectiveness their organisations.
[20 marks]