

UNIVERSITY OF ESWATINI
INSTITUTE OF POST-GRADUATE STUDIES
MASTER OF EDUCATION IN ADULT EDUCATION

SEMESTER TWO EXAMINATION PAPER, MAY 2019

- TITLE OF PAPER:** MANAGEMENT OF PUBLIC ENTERPRISES
- COURSE CODE:** AED 634
- TIME ALLOWED:** THREE (3) HOURS
- INSTRUCTIONS:**
1. ANSWER THREE (3) QUESTIONS ONLY. ONE (1) FROM SECTION A B AND C.
 2. QUESTION ONE (1) IS COMPULSORY
 3. ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLETS PROVIDED.
 4. DO NOT WRITE ON THE QUESTION PAPER.

**THIS PAPER SHOULD NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY
THE INVIGILATOR**

SECTION A

QUESTION 1 [40 marks] [COMPULSORY]

- (a) Critically examine the role of Public Enterprises/State Owned Enterprises in developing countries and the Kingdom of Eswatini in particular.
[15 marks]
- (b) Explain the main differences between private and public sector enterprises.
[10 marks]
- (c) Examine the role of the Public Enterprise Unit (PEU), the Standing Committee on Public Enterprises (SCOPE) and Public enterprise boards/ councils in the Kingdom of Eswatini.
[15 marks]

SECTION B

QUESTION 2 [30 marks]

- (a) 'Public enterprises (PEs)/State owned enterprises (SOEs) in the Southern Africa Development Community (SADC) region are faced with many challenges, leading to legislators demanding for merging, privatizing or closing down under-performing institutions.' Discuss.
[10 marks]
- (b) Critically examine Swazi public enterprises in overcoming challenges in: (i) institutional capacity, (ii) accountability (iii) service ethics and (iv) use of ICTs.

[20 marks]

QUESTION 3 [30 marks]

- (a) Choose a public enterprise you are familiar with and critically examine its performance in (i) Total quality management (ii) Organizational strategic management and (iii) Training and human resources capacity building.
[15 marks]
- (b) Explain why appropriate empowerment of managers and staff is critical in increasing and sustaining the performance of PEs/SOEs.
[15 marks]

SECTION C

QUESTION 4 [30 marks]

- (a) 'Management and leadership theory are critical in effective management of the performance of PEs/SOEs.' Discuss. [10 marks].
- (b) Critically examine the contributions of the King Reports to the management of PEs/SOEs in the SADC region.
[10 marks]

- (c) Critique the performance of a PE of your choice in the Kingdom of Eswatini, in the following areas: (i) governance of risks, (ii) social responsibility, (iii) integrated reporting and disclosure, (iv) managing talent, (v) compliance with laws, (vi) monitoring costs
[10 marks]

QUESTION 5

- (a) 'Management and leadership theories are critical in effective management of the performance of PEs/SOEs.' Discuss [10 marks]
- (b) Critically examine the focus and contributions of the OECD network on Corporate Governance of State-owned enterprises in Southern Africa.
[10 marks]
- (c) Critique the performance of any PE of your choice in the Kingdom of Eswatini in the following areas: (i) ethical leadership, (ii) corporate citizenship, (iii) discipline, (iv) transparency, and (v) independence are relevant to PEs in Swaziland.
[10 marks]