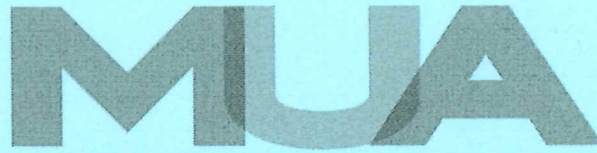


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

MGT 324: PUBLIC POLICY AND GOVERNANCE ADMINISTRATION

DATE: 10TH DECEMBER 2024

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:

BUREAUCRACY DEFINED

A bureaucracy is an organization, whether publicly or privately owned, made up of several policymaking departments or units. People who work in bureaucracies are informally known as bureaucrats. While the hierarchical administrative structure of many governments is perhaps the most common example of a bureaucracy, the term can also describe the administrative structure of private-sector businesses or other non-governmental organizations, such as colleges and hospitals.

German sociologist Max Weber was the first person to formally study bureaucracy. In his 1921 book "Economy and Society," Weber argued that a bureaucracy represented the most proficient form of organization, due to its possession of specialized expertise, certainty, continuity, and unity of purpose. However, he also warned that uncontrolled bureaucracy could threaten individual freedom, leaving people trapped in an "iron cage" of impersonal, irrational, and inflexible rules.

Bureaucracy in government emerged during the rise of money-based economies and their inherent need to conduct secure and impersonal legal transactions. Large financial institutions, such as public-stock trading firms, grew to prominence largely due to the unique ability of their bureaucratic organizations to deal with the intricate requirements of capitalist production more efficiently than small-scale, but less complex institutions.

Examples of bureaucracies can be found everywhere. State departments of motor vehicles, health maintenance organizations (HMOs), financial lending organizations like savings and loans, and insurance companies are all bureaucracies that many people deal with regularly. In the U.S. government's federal bureaucracy, appointed bureaucrats create rules and regulations needed to efficiently and consistently implement and enforce the laws and policies made by the elected officials. All of the approximately 2,000 federal government

agencies, divisions, departments, and commissions are examples of bureaucracies. The most visible of those bureaucracies include the Social Security Administration, the Internal Revenue Service, and the Veterans Benefits Administration.

In an ideal bureaucracy, the principles and processes are based on rational, clearly-understood rules, and they are applied in a manner that is never influenced by interpersonal relationships or political alliances. However, in practice, bureaucracies often fail to achieve this ideal. Thus, it's important to consider the pros and cons of bureaucracy in the real world. The hierarchical structure of bureaucracy ensures that the bureaucrats who administer the rules and regulations have clearly-defined tasks. This clear "chain of command" allows management to closely monitor the organization's performance and deal effectively with problems when they arise.

The impersonal nature of bureaucracy is often criticized, but this "coldness" is by design. Applying rules and policies strictly and consistently reduce the chances that some people will receive more favorable treatment than others. By remaining impersonal, the bureaucracy can help to ensure that all people are treated fairly, without friendships or political affiliations influencing the bureaucrats who are making the decisions. Bureaucracies tend to demand employees with specialized educational backgrounds and expertise related to the agencies or departments to which they are assigned. Along with ongoing training, this expertise helps to ensure that the bureaucrats are able to carry out their tasks consistently and effectively. In addition, advocates of bureaucracy argue that bureaucrats tend to have higher levels of education and personal responsibility when compared to non-bureaucrats.

While government bureaucrats do not make the policies and rules they implement, they nevertheless play an integral part in the rule-making process by providing essential data, feedback, and information to the elected lawmakers. Due to their rigid rules and procedures, bureaucracies are often slow to respond to unexpected situations and slow to adapt to changing social conditions. In addition, when left with no latitude to deviate from the rules, frustrated employees can become defensive and indifferent to the needs of the

people who deal with them. The hierarchical structure of bureaucracies can lead to internal "empire-building." Department supervisors may add unnecessary subordinates, whether through poor decision-making or in order to build their own power and status. Redundant and non-essential employees quickly reduce the organization's productivity and efficiency.

Absent of adequate oversight, bureaucrats with decision-making power could solicit and accept bribes in return for their assistance. In particular, high-level bureaucrats can misuse the power of their positions to further their personal interests. Bureaucracies (especially government bureaucracies) are known to generate a lot of "red tape." This refers to lengthy official processes that involve submitting numerous forms or documents with many specific requirements. Critics argue that these processes slow down the bureaucracy's ability to provide a service to the public while also costing taxpayers money and time.

Required:

- a) In reference to the case, highlight any five characteristics of bureaucracy **(10 marks)**
- b) Assess five advantages of bureaucracy in public administration **(10 marks)**
- c) Propose any five areas of public administration where bureaucracy is practiced **(5 marks)**

QUESTION TWO

- a) Evaluate any five duties of an ex-official member of a named arm of the Kenyan government **(10 marks)**
- b) Propose any five challenges facing civil servants participation in public policy implementation in sub Saharan Africa **(5 marks)**

QUESTION THREE

- a) Articulate any five conditions that necessitated formation of bipartisan talks in Kenya in the month of September, 2023 **(10 marks)**

- b) Public administration is a field in which leaders serve communities to advance the common good and effect positive change. Public administration professionals are equipped with skills to manage at all levels of government (local, state, and federal) as well as nonprofit organizations. Assess the essential qualities of Public Administrators as agents of governance administration (5 marks)

QUESTION FOUR

- a) Discuss any five critical dimensions of a public policy (10 Marks)
- b) It has been argued that organizations which will resist change in the 21st century can only have themselves changed. Propose steps that a public organisation can take to institution change (5 marks)

QUESTION FIVE

- a) Evaluate five ways in which performance-based contracting can make public service more productive (10 marks)
- b) Assess the role of the Media in the policy making process (5 marks)

QUESTION SIX

- a) Discuss any five leadership roles of public administrators other than being a communicator/disseminator (10 marks)
- b) Bearing in mind the significant progress made in recent years in developing effective Civil Service Ethics, Codes of Conduct, transparency measures, Ethics and Integrity systems, and Anti-corruption agencies, there is now a need to concentrate on three areas of concern in particular, which are directly relevant to the problems of internalising integrity and Ethics in democratic governments and the Civil Service. Propose specific strategies which should be considered when developing code of ethics for public officers (5 marks)

