

**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]