



KENYA SCHOOL OF GOVERNMENT
BARINGO



SENIOR MANAGEMENT COURSE NO. 76/2017

EXAMINATION

DATE: 13th November, 2017

TIME: 3 Hours.

SUBJECT: PAPER ONE

- INSTRUCTIONS:**
- (1) Answer **FOUR** Questions; **ONE** from each unit
 - (2) Answer questions from **EACH UNIT** in a **SEPARATE**
ANSWER SHEET

UNIT ONE (ANSWER ONE QUESTION ONLY)

QUESTION ONE

- (a) Explain **five (5)** methods that may be applied by government departments in Kenya to capacity build their employees to improve service delivery. **(10 Marks)**
- (b) Examine **ten (10)** features of a motivated workforce in an organization. **(15 Marks)**

QUESTION TWO

- (a) With clear illustrations in the public service, explain **three (3)** styles that managers may apply to make effective administrative decisions. **(9 Marks)**
- (b) Highlight **eight (8)** attributes of a good decision maker in the public service. **(16 Marks)**

UNIT TWO (ANSWER ONE QUESTION ONLY)

QUESTION ONE

Many countries over the world promote regional integration such as East African Community (EAC), European Union (EU), and Economic Community of West African States (ECOWAS).

- (a) Define the term regional integration. **(1 Mark)**
- (b) Explain **six (6)** benefits that may accrue to the Kenyans by joining EAC which is a trade bloc. **(12 Marks)**
- (c) As a senior manager in the Kenyan public service, explain **six (6)** threats to EAC integration posed by the recent confiscation and auction of cattle belonging to pastoralists from Kenya by Tanzanian Authorities. **(12 Marks)**

QUESTION TWO

One of the public sector reforms introduced in Kenya aiming at improving service delivery to the public is performance contracting and appraisal.

- (a) Explain **five (5)** areas covered during performance contracting and appraisal in the Kenyan public service. **(10 Marks)**
- (b) As a manager in the Kenyan public service, outline **five (5)** challenges faced by managers during the implementation of performance appraisal systems. **(15 Marks)**

UNIT THREE (ANSWER ONE QUESTION ONLY)

QUESTION ONE

You intend to make a presentation on the effects of misuse of social media in the Kenyan society.

- (a) Identify **nine (9)** relevant visual aids you may use to make this presentation more effective. **(9 Marks)**
- (b) Explain **eight (8)** characteristics of an effective visual aid. **(16 Marks)**

QUESTION TWO

- (a) Highlight **ten (10)** importance of good interpersonal relationship among staff in the Kenyan public service. **(10 Marks)**
- (b) With relevant examples, examine **five (5)** essential interpersonal communication skills necessary among officers to promote good work related relationships. **(15 Marks)**

UNIT FOUR (ANSWER ONE QUESTION ONLY)

QUESTION ONE

You have been given a leadership role in a Kenyan government institution.

- (a) Highlight **ten (10)** key skills you may require in order to succeed in your new role. **(10 Marks)**
- (b) Explain **five (5)** challenges middle level public sector leaders face in Kenya public sector. **(15 Marks)**

QUESTION TWO

Kenya as a country is encountering many challenges such as Lake Nakuru plane crash, arson in schools, mass cheating in national examinations, terrorism, drug abuse among students, misuse of social media, among others, which in turn pose risks in the society. In reference to the above statement;

- (a) Outline **five (5)** benefits a country is likely to realize by having proper risk management strategies. **(10 Marks)**
- (b) Citing specific examples, discuss **five (5)** strategies that both county and national governments in Kenya may use to effectively manage risks. **(15 Marks)**