

Uganda Martyrs University

School of Arts and Social Sciences

DEPARTMENT OF GOVERNANCE, PEACE AND INTERNATIONAL STUDIES

MASTERS OF RESEARCH AND PUBLIC POLICY

MRPP 310: LEADERSHIP AND PUBLIC POLICY

FINAL ASSESSMENT

YEAR Two 2023/2024 End of Semester I Exams

12th /12/2023

9:30 am - 12:30 pm

INSTRUCTIONS:

- Do not write anything on this question paper
 - This examination contains three sections, sections A, B and C
 - Attempt any **four** questions in all. Two questions from section B and one question each sections A and C
 - All questions carry equal marks
 - All questions should start on a fresh page
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Section A: Theories and Framework of Leadership

1. Leadership means different things to different people, to scholars as well as lay persons (Machiavelli, in Klenke, K., 1996). Justify your response to this statement, drawing insights from the core readings of Unit 1, Changing Conceptions of Leadership on the key concepts, arguments and points of departure. (25 marks)
2. Research in Africa has shown that "one of the major challenges confronting public policy in Africa is how to overcome overt and subtle discrimination in the art of governance, economic and social development. The promotion of social diversity and the eradication of exploitation of one group by others remains a major focus..." (Alidu, 2022). As an expert in leadership and policy issues, discuss the appropriate leadership theory and style you would employ to stir policy against the concerns the research is raising. Use practical examples to support your choice of theory(ies) and style(s). (25 marks)

Section B: Leadership in Institutional Context

3. A cultural understanding of leadership calls for appreciating the local shared meanings associated with the context of leadership relations and acts. Leadership is better understood as taking place within and as an outcome of the cultural context (Alvesson, in Bryman, Collinson, Grint, Jackson and Uhl-Bien (eds) 2011). Drawing from the core readings of leadership and organization culture, Unit 4, critically assess the key arguments and key concepts fronted in the article that leadership is better seen as "within" rather than "outside" culture. (25 marks)

4. In an effort to achieve economic transformation, Uganda took a decision on privatising public enterprises and parastatals. In the view of the President of Uganda, His excellency Yoweri Kaguta Museveni, this was the best for modern economic development even amidst expert advice to abandon it. After around 20 years or more, the President has acknowledged problems with some of the decisions, especial the sale of Uganda Commercial Bank, despite an unclear formal proposal for a policy shift introduced by government. A paradigm shift (change) in an existing policy comes with consequences and, if not managed well, can undo the achievements made with the former policy. While it can clearly be observed that from the President's turn of events that policy change is an inevitable part of efforts in managing the public sector, however, the kind of change that is desirable and how it is managed is a vital concern of public sector leaders. Based on the President's call for a policy shift, and with reference to any public sector institution/agency of your choice, analyze the key issues that affect the efforts of Uganda's public sector leaders in delivering policies effectively. As a policy student who understands organisational change and change management, and in view of the President's call, what advice/recommendations would you offer public sector leaders in making the choice for change and managing the change for better policy outcomes? (25 marks)
5. Decision-making is both a process and an outcome, which is fundamental to achieving effective policies. While decision-making remains fundamental in determining the what, why, where, who and how of a policy, the role of policy leadership remains fundamental to achieving this. Taking the recent introduction of Parish Development Model (PDM) as an example of policy decision, analyze whether such a decision was right in addressing the concerns of economic empowerment. Examine the key considerations leaders must take into account in making a fair and effective decision for better policy outcomes. (25 marks)

Section C: Issues in Leadership

6. A woman leader uses a gendered form of self-constraint in the sense that she is continuously aware of the out-of-place nature of her gender in the executive context (Mavin and Grandy 2016 in Dzubinski, Diehl & Taylor 2019). This represents internalized unconscious bias and may be considered the normal, healthy self-moderating behavior that adults use to function appropriately in society. Examine how the arguments and key concepts advanced in the quadrant align with or diverge from an organization leadership culture from a public policy perspective. (25 marks)
7. The *New Vision* online published a story titled; *Irrigation scheme suffers setback as ministers clash*. The Minister for Agriculture, Animal Industry and Fisheries, noted that, unresolved issues regarding overlap mandate on irrigation for agricultural production has affected the progress of related projects. The Minister added that "Cabinet clearly resolved that the Ministry of Water and Environment is responsible for bulk water resources and conservation, but on-farm activities like digging valley dams and irrigation is our work... if you can engage Ministry of Water and Ministry of Finance, ask why Finance is not putting money for water for agricultural production into one bucket of the responsible sector." In response to this ongoing exchange, Hon. Esther Mbayo, Luuka District Women Representative, tasked government to harmonise the conflict between the ministries of agriculture and that of water. She further noted "this issue was there even when I was in

the executive. Why can't we sit and harmonise this and make every other coin work to the benefit of all Ugandans?"

Drawing from the above scenario, and as policy student with knowledge of conflict and risks management, analyze the risk and impact of such conflict on the public policy implementation. Describe how you will address the conflicts and manage the risks associated with the conflict between the two ministries. (25 marks)

Good Luck!