

# WOMEN'S UNIVERSITY IN AFRICA



*Addressing gender disparity and fostering equity in University Education*

---

**FACULTY OF SOCIAL AND GENDER TRANSFORMATIVE SCIENCES**

---

**MASTERS DEGREE IN PUBLIC ADMINISTRATION**

**MAIN PAPER**

**MPA 211: PUBLIC SECTOR CORPORATE GOVERNANCE**

**INTAKE 1: SECOND YEAR FIRST SEMESTER**

**TIME: 2 HOURS**

## **INSTRUCTIONS TO CANDIDATES**

1. Answer Question 1 any other **one** question.
2. All questions carry equal marks.

### **Question 1**

Corporate governance and its implementation are expected to curtail or deal with public enterprise failures. Zimbabwe has experienced poor performance of state owned enterprises in the period between 1990 and 2020. The corporate failure and/or dysfunctional nature of State Owned Enterprises could be noticed in Zimbabwe Steel Company, Zimbabwe Railways, Cold Storage Commission, Air Zimbabwe, Agriculture Development Authority, Zimbabwe National Roads Administration, among others. In fact, the company failures were more pronounced in the private sector in the financial and banking industry between 1994 and 2015. The failed banks and financial institutions include: Trust Bank, Barbican Bank (2004), United Merchant Bank, Genesis Investment Bank, Capital Bank Corporation, Royal Bank, Zimbabwe Building Society, Renaissance Merchant Bank, Time Bank, First National Building Society, National Discount House (2004), Prudential Discount House (1998), CFX – Universal Bank, Tetrad Investment Bank, Interfin Merchant Bank (2014), and more recently (2015) AfrAsia Bank (Kingdom Bank) (Chavhunduka and Sikwila 2015). Despite ‘a range of binding and non-binding, criminal and non-criminal measures which, when taken together, provide a complex matrix of possible interventions that are available to deal with corporate corruption’

**Source;** Keightley 2011; Corporate Governance Failures.

- a) Define corporate governance and highlight its central role in the creation and maintenance of effective and efficient public sector organisations. [10]
- b) What in your view are the factors contributing to the increase in corporate governance scandal in Zimbabwe’s public entities. [5]
- c) What can be done to address corporate governance violations in Zimbabwe? [5]

### **Question 2**

Critically analyse the assertion that the dynamics of corporate governance in the public sector can best be understood from a principal-agent perspective. [20]

### **Question 3**

Discuss the view that the ‘implementation of the Public Entities Corporate Governance Act [*Chapter 10:31*] can significantly improve the performance of State Enterprises and Parastatals’. [20]

### **Question 4**

Analyse the view that good corporate governance cannot be achieved through structures and rules alone but by the way in which they are put to use. [20]

### **Question 5**

Analyze any five OECD Principles of Corporate Governance that were issued to assist governments in their efforts to evaluate and improve their frameworks for corporate governance. [20]

**END**