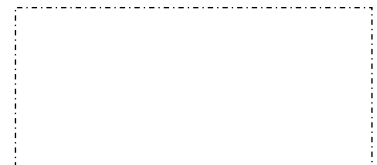


**Tutorial letter 101/3/2018**  
**Public Management Skills**  
**PUB3701**

**Semesters 1 and 2**

**Department of Public Administration and  
Management**

This tutorial letter contains important information  
about your module.



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Dear Student

## 1 INTRODUCTION

It gives us great pleasure to welcome you as a PUB3701 student in the Department of Public Administration and Management. We, as lecturers, are at your disposal and will gladly assist you in your studies. Be assured of our enthusiasm and willingness to support you with advice during your study programme.

This module aims to increase your knowledge and understanding of those management skills that managers and aspiring managers in the public sector need. The skills classified as management skills are so numerous that it would be impossible to deal with them in a single module. Neither is it humanly possible for all public managers to have all the required skills at their disposal. After extensive consideration and discussion, we identified the most important management skills that students would expect to study in an introductory management course.

The study material is designed to serve as an introductory text to public management skills and can by no means be regarded as exhaustive. Hence we do not expect you to master all the ideas here, but we hope you can apply those that are relevant to good effect.

Because this is an online module, you need to use the myUnisa online platform to study and complete the learning activities for this course. You need to visit the PUB3701 web pages on myUnisa frequently. The web page for your module is **PUB3701-18-S1** or **PUB3701-18-S2**.

This tutorial letter contains important information that will assist you in your studies. Please read it carefully and keep it at hand when working through the study material, completing the assignments, preparing for the examination and addressing questions to your lecturers.

### To get started on myUnisa

Because this is a fully online module, you need to go online to see your study materials and read what to do for the module. Go to the website here: <https://my.unisa.ac.za> and login with your student number and password. You will see PUB3701-18-S1 in the row of modules in the orange blocks across the top of the webpage. As a second semester student, you will see PUB3701-18-S2. Remember to also check in the - more- tab if you cannot find it in the orange blocks. Click on the module you want to open.

In addition, you will receive this tutorial letter and a printed copy of the online study materials from your module. While these printed materials may appear to be different from the online study materials, they are exactly the same and have been copied from the online myUnisa website.

We wish you success on your journey!

## 2 PURPOSE OF AND OUTCOMES

The purpose of module PUB3701 as well as specific outcomes that we hope you will be able to accomplish, are described in this section.

### 2.1 Purpose

The main purpose of the PUB3701 module Public Management Skills is to enable students to understand the management skills required in the public sector, for example leadership skills, determination of priorities, planning and programming, decision-making, delegation and coordination, sensitivity to community values, managing change, conflict and diversity. Students are also introduced to management aids.

### 2.2 Outcomes

For this module, there are several outcomes that we hope you will be able to accomplish:

- **Specific outcome 1:** demonstrate knowledge and an understanding of the concept of management and the task of managers as well as the complex and unique challenges facing public managers now and in the future.
- **Specific outcome 2:** demonstrate knowledge and an understanding of various management skills that public managers should possess in the work situation.

## 2. LECTURER(S) AND CONTACT DETAILS

All queries that are not of a purely administrative nature but are about the content of this module should be directed to us.

### 3.1 Lecturer(s)

The contact details of the lecturers for this module are included in the following table:

NAME	E-MAIL ADDRESS	CONTACT NUMBER
Mrs MM Rolland <b>Module Leader</b>	<a href="mailto:engelmm@unisa.ac.za">engelmm@unisa.ac.za</a>	Tel: +27 21 429 4362

If you need any guidance, please do not hesitate to contact your lecturers. Always provide your student number when contacting them.

### 3.2 Department

You can contact the Department of Public Administration and Management as follows:

NAME	E-MAIL ADDRESS	CONTACT NUMBER
Ms TT Motsepe	<a href="mailto:motsett@unisa.ac.za">motsett@unisa.ac.za</a>	Tel: +27 12 429-6468
Ms N Nkwali	<a href="mailto:nkwalmn@unisa.ac.za">nkwalmn@unisa.ac.za</a>	Tel: +27 12 429-8478
Ms S Sapula	<a href="mailto:sapulns@unisa.ac.za">sapulns@unisa.ac.za</a>	Tel: +27 12 429-3785

### 3.3 University

To contact the University follow the instructions in the brochure *Studies @ Unisa*. Remember to have your student number available whenever you contact the University.

Whenever you write to a lecturer, please include your student number to enable the lecturer to help you more effectively.

## 4. RESOURCES

The myUnisa was developed to improve communication between lecturers and students. There are different module-related resources for this module.

### Joining myUnisa

If you have access to a computer that is linked to the internet, you can quickly access resources and information at the University. The myUnisa learning management system is Unisa's online campus that will help you to communicate with your lecturers, with other students and with the administrative departments of Unisa – all through the computer and the internet.

You can start at the main Unisa website, <http://www.unisa.ac.za>, and then click on the myUnisa orange block. This will take you to the myUnisa website. To go to the myUnisa website directly, go to <https://my.unisa.ac.za>. When you are on the myUnisa website, click on the “Claim Unisa Login” at the right-hand side of the screen. You will then be prompted to give your student number to claim your initial myUnisa as well as myLife login details.

Please consult the publication *Studies @ Unisa* which you received with your study material for more information on myUnisa.

### Other resources – Printed support materials

Because we want you to be successful in this module, we also provide you with some of the study materials in printed format. This will allow you to read the study materials, even if you are not online.

- These printed study materials will be sent to you at the beginning of the year, but you do not have to wait to receive them to start studying – You can go online

as soon as you register and all your study materials will be there. The Department of Despatch should supply you with the tutorial letters and Study Guide.

**Note:** Some of this study material may not be available when you register. Study material that is not available when you register will be posted to you as soon as possible. When you register, you will also receive an inventory letter containing information about your study material. See also the booklet entitled *Studies @ Unisa* (which you received with your tutorial matter).

- The printed materials are not something that you need to wait for before you start with the module. It is only an **offline** copy of the formal content for the online module.
- This will give you the chance to do a lot of the studying of this module **WITHOUT** having to go to the internet or to an internet cafe. This will save you money, of course, and you will be able to take as much time as you need to read -- and to re-read -- the materials and do the activities.

It is therefore very important that you log into myUnisa regularly. We recommend that you should do this at least every week or every 10 days to check for the following:

- Check for new **Announcements**. You can also set up your myLife email so that you receive the **Announcement** emails on your cell phone.
- Do the **Discussion forum** activities. For every unit in this module, we want you to share your ideas and activities with other people in your group. You can read the instructions here and even prepare your answers but you need to go online to post your messages.

We hope that this system will help you to succeed in this online module by giving you extra ways to study the materials and practice with all of the activities and assignments. At the same time, you **MUST** go online in order to complete the activities and assignments on time and to get the most from the online course.

Remember, the printed support materials are a back-up to everything that is found online, on myUnisa. There are no extra things there. In other words, **you should NOT wait for the Printed support materials to arrive to start studying.**

#### **4.1 Prescribed books**

There are no prescribed books for PUB3701; only a Study Guide will be used.

#### **4.2 Recommended books**

There are no recommended books for PUB3701

#### **4.3 Electronic reserves (e-reserves)**

There are no electronic reserves for PUB3701.

#### 4.4 Library services and resource information

The following library services and resource related information are available:

- For brief information, go to [www.unisa.ac.za/brochures/studies](http://www.unisa.ac.za/brochures/studies)
- For detailed information, go to the Unisa website at <http://www.unisa.ac.za/> and click on Library.
- For research support and services of personal librarians, go to <http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102>.

The Library has compiled numerous library guides:

- Finding recommended reading in the print collection and e-reserves – <http://libguides.unisa.ac.za/request/undergrad>.
- Requesting material – <http://libguides.unisa.ac.za/request/request>.
- Postgraduate information services – <http://libguides.unisa.ac.za/request/postgrad>.
- Finding, obtaining and using library resources and tools to assist in research – [http://libguides.unisa.ac.za/research\\_skills](http://libguides.unisa.ac.za/research_skills).
- Contacting the library/finding us on social media/frequently asked questions – <http://libguides.unisa.ac.za/ask>.

## 5. STUDENT SUPPORT SERVICES

Studying online requires particular skills of you as a student. We will deal with this matter in the following paragraphs.

### What it means to study online?

This module is taught within a blended learning environment – this means that it is different from some of your other modules at Unisa.

- **This means that all your study materials and learning activities are designed to be online, on myUnisa.** Even though we give you a printed copy to support your studies, the module is designed for online.
- **This means that all of your assignments must be submitted online.** It means that you can do all your activities and submit all your assignments on myUnisa in the required format.
- **This means that all of the communication between yourself and the university also happens online** – by email and in **Discussions**. You can use all of these ways to ask questions and contact your lecturers. This also means that your lecturers will communicate with you in the same way – through emails, with **Announcements** and in **Discussions**.

## myUnisa tools

The purpose of myUnisa is to support your learning, more specifically in the online environment. If you make a regular habit of checking your module webpage, you can take full advantage of the following features:

- The **Official study material** tool, where you will find PDF files for your tutorial letters and your study guide, if available. Any other documents provided by your lecturer will be available in the **Additional resources** tool.
- The **Discussion Forums** tool includes *General subject-related discussions* where you can talk to your fellow students about the course. The lecturers may include other topics and forums for you.
- The **Schedule** tool will show you your official assignment and examination dates.

Other things you might find on your module webpage, include the following:

- **Announcements:** Your lecturer may use the **Announcements** tool to inform you about important course-related issues. When a lecturer puts an announcement on the website, you may also receive an e-mail reminding you to check the website.
- **Learning units:** Valuable information about the structure of the course is added under **Learning units**.
- **Glossary.** For additional support we provide you with a glossary of the key concepts and terms used in this module.
- **FAQs:** Frequently asked questions that relate to the content of the course as well as the scope of the examination, have been added. You will find the frequently asked questions under **FAQs**.
- **Assessment info:** Your submitted assignments are routed to your lecturer who will mark it. You may be given a form to fill in or asked to type a document, depending on the assignment.

We hope that you will take full advantage of these additional features to make your studies more exciting and successful.

## Lecturer availability

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.



## Tutorial offerings

Please be informed that, with effect from 2013, Unisa offers online tutorials (e-tutoring) to students registered for modules at National Qualification Framework (NQF) levels 5, 6 and 7, which means qualifying first-year, second-year and third-year modules.

Once you have registered for a qualifying module, you will be allocated to a group of students with whom you will be interacting during the tuition period as well as an e-tutor who will be your tutorial facilitator. Thereafter you will receive an SMS with information about your group, the name of your e-tutor and instructions on how to log onto the myUnisa to receive further information on the e-tutoring process.

Online tutorials are conducted by qualified e-tutors who are appointed by Unisa. These tutorials are offered free of charge. All you need to be able to participate in e-tutoring, is a computer with internet connection. If you live close to a Unisa Regional Centre or a Telecentre contracted with Unisa, please feel free to visit any of these to access the internet. E-tutoring takes place on myUnisa where you are expected to connect with other students in your allocated group. It is the role of the e-tutor to guide you through your study material during this interaction process. To get the most out of online tutoring, you need to participate in the online discussions facilitated by the e-tutor.

There are modules that students have been found to fail repeatedly. These modules are allocated face-to-face tutors and tutorials for these modules take place at the Unisa Regional Centres. They are also offered free of charge, but students are required to register for them at the nearest Unisa Regional Centre.

## Study groups

Many students have found that they benefit immensely from joining a study group consisting of students that are all enrolled for the same module(s). If you would like to find out whether there are other students near you who are also doing this module, please phone the Department of Student Admission and Registration. Alternatively, ask your fellow to join your group via the myUnisa **Discussion Forums**.

**Please note that students are only allowed to submit their own work for assignments.  
No group efforts will be accepted.**

## Departmental website

If you are interested in career opportunities, the profiles of our staff, subject related journals, government documents and news and events, you should definitely visit the Departmental website at <http://www.unisa.ac.za/cems/pam>.

## 6. STUDY PLAN

You need roughly between four and eight hours of study time per week for each study unit. The syllabus for this module is as follows:

**Theme 1: Introduction to public management**

Study unit 1: Management and managers

Study unit 2: What are the challenges facing public management?

**Theme 2: Management skills**

Study unit 3: Leadership for optimum realisation of government objectives

Study unit 4: Prioritising

Study unit 5: Planning for effective execution of government policies

Study unit 6: The pursuit of rational decision-making

Study unit 7: Promoting effective communication

Study unit 8: Delegation and coordination

Study unit 9: Exercising control to ensure accountability

Study unit 10: Motivating public personnel

Study unit 11: A positive disposition

Study unit 12: Sensitivity to community values

Study unit 13: Expertise to develop government activities through innovation

Study unit 14: Managing change

Study unit 15: Managing conflict

Study unit 16: Managing diversity

Study unit 17: Skills to utilise the possible applications of computer technology

You need roughly between four and eight hours of study time per week for each module. The table that follows can be used as a guideline on how to plan your study for PUB3701. We work on the principle that an assignment submitted by post will take 7 working days to reach us. If you submit your assignment online then you could submit it on the closing date, allowing you additional study time.

Semester 1	Semester 2	Possible programme	Tick completed tasks
04 Febr. 2018	29 July 2018	Study material received. Tutorial letter 101 is read Start reading through the study guide	
09 Febr. 2018	01 Aug. 2018	Continue reading through your study guide for preparing assignment 01	
<b>9 March 2018</b>	<b>10 Aug. 2018</b>	<b>Closing date for submitting assignment 01</b>	

Semester 1	Semester 2	Possible programme	Tick completed tasks
11 March 2018	12 Aug. 2018	Continue reading through your study guide for preparing assignment 02	
20 April 2018	14 Sept.2018	<b>Closing date for submitting assignment 02</b>	
April 2018	Oct. 2018	Follow-up tutorial letter received with exam guidelines.  Please take note all your study material is electronically available on <i>myUNISA</i>	

## 7. PRACTICAL WORK AND WORK-INTEGRATED LEARNING

Not applicable.

## 8. ASSESSMENT

This section provides information about the assessment criteria, assessment plan, the assignments as well as the examination.

### 8.1 Assessment criteria

#### Assessment criteria for specific outcome 1

Create and implement learning opportunities and learning activities by means of a summative assessment to enable students to do the following:

- Distinguish between managers and operational officials.
- Classify managers.
- Define management.
- Explain whether the task of managers is generic.
- Identify the duties of managers.
- Explain various challenges facing managers in the public sector

#### Assessment criteria for specific outcome 2

Create and implement learning opportunities and learning activities by means of a summative assessment for students to do the following:

- Explain leadership for the optimum realisation of government objectives.
- Discuss prioritising.
- Describe and explain planning and programming for effective execution of government policies.
- Discuss the pursuit of rational decision-making.
- Describe and explain the promotion of effective communication.
- Discuss delegation and coordination.
- Describe and explain the exercising of control to ensure accountability for public working programmes.
- Discuss the motivation of public personnel.
- Describe and explain a positive disposition and the kind of disposition expected of public managers.
- Discuss sensitivity to community values.
- Describe and explain the expertise required to revise and/or develop government activities through innovation.
- Discuss the management of change.
- Discuss the management of conflict.
- Discuss the management of diversity.
- Describe and explain the skills required to identify and utilise the possible applications of computer technology.

## **8.2 Assessment plan**

The assessment process followed in this module is based on Unisa's assessment policy, which can be accessed on the Unisa website.

### **Purpose of assessment**

The purpose of the assessment interventions (assignments and examination) is to determine the student's scientific and practical competence. The student's ability to identify and analyse those management skills that managers in the public sector need to possess, is assessed.

### **Assessment method**

The assessment plan is based on two formative assessment interventions, namely two compulsory multiple-choice assignments, as well as a compulsory summative assessment intervention, namely the examination. The multiple-choice assignments give evidence of students' competence in the form of 40 multiple-choice questions (20 questions per assignment).

### **Reasons for the assessment**

The following are the reasons why these assessment interventions are conducted:

- To determine whether the learning required for the achievement of specific learning outcomes in the field of public management skills has taken place
- To collect evidence of students' newly acquired knowledge of management skills in the public sector

## Persons involved in the assessment process

Three different assessors are involved in the assessment process, namely the student, the lecturer and the external assessor.

### (a) Student

In the case of the formative interventions the student has the primary responsibility for the success of the assignments. In other words, the student is encouraged to become an independent student and has to check (self-assess) the contents of the assignment before it is submitted for assessment. This is done by comparing it against the criteria of the checklist.

### (b) Lecturer

The formative and summative interventions will be assessed by appropriately qualified and trained lecturing staff or marking staff. All the staff members involved in the assessment process have completed the required assessor training successfully. The marking staff marks the assignments according to the learning outcomes and assessment criteria set out in the study material (Study Guide).

### (c) Internal assessor

The summative intervention will also be assessed by an appropriately qualified academic in the Department of Public Administration and Management.

## Assessment review and quality assurance

To ensure the quality of the formative and summative interventions, they are benchmarked against the quality assurance practices contained in the *Academic Quality Framework of the College of Economic and Management Sciences*, as available on the Unisa website.

## Assessment logistics

The student is referred to the *Studies @ Unisa* brochure for any other information about assessment related administration, such as agreements concerning students with special needs.

## Assessment instruments

Two compulsory multiple-choice assignments are set for this module.

The two multiple-choice assignments (Assignments 01 and 02) and the examination will be used as the main assessment instruments during Semesters 1 and 2.

## 8.3 Assignment numbers

Important information about assignment numbers and the due dates for the assignments are provided in this section.

### 8.3.1 General assignment numbers

The following table contains important information about the general assignment numbers:

ASSIGNMENTS	SEMESTER 1	SEMESTER 2
General assignment numbers	Assignment 01 (Compulsory)	Assignment 01 (Compulsory)
	Assignment 02 (Compulsory)	Assignment 02 (Compulsory)

### 8.3.2 Unique assignment numbers

The following table contains important information about the unique assignment numbers:

ASSIGNMENTS	SEMESTER 1	SEMESTER 2
Unique assignment numbers	Assignment 01: 854535	Assignment 01: 768947
	Assignment 02: 892917	Assignment 02: 807610

### 8.4 Assignment due dates

The following table contains important information about the due dates for the assignments:

ASSIGNMENTS	SEMESTER 1 (2018)	SEMESTER 2 (2018)
Due dates for assignments	Assignment 01: <b>09 March</b>	Assignment 01: <b>10 August</b>
	Assignment 02: <b>20 April</b>	Assignment 02: <b>14 September</b>

### 8.5 Submission of assignments

**You may submit assignments electronically via myUnisa. We would like to encourage you to submit your assignment in a PDF format online on myUnisa.**

In order to qualify for an admission to PUB3701 examination, you are required to submit assignment 01. Please note that admission to PUB3701 examination by submitting assignment 01 does not depend on the marks you obtain for it. The

submission of both assignment 01 and assignment 02 would improve your semester mark. No extension for submission of assignments will be granted by lecturers.

**Note:** Assignment 01 consists of 20 (twenty) multiple-choice questions (MCQs). Multiple-choice assignments are assignments where you have to choose the best answer from several options that are given in the question. These assignments are done on a mark-reading sheet, which is then posted to the university and are marked by means of a computer. You are welcome to complete and submit your multiple-choice assignments online, using MyUnisa.

Assignment 02 is a written assignment. You will find guidelines on how to write this assignment with the assignment instructions. These assignments may either be submitted online or posted to the university. We would like to encourage you to make use of the Unisa library in conducting your research.

### a) How to answer multiple-choice questions

Multiple-choice assignments are assignments where you have to choose the best answer from several options that are given in the question. These assignments are done on a mark-reading sheet, which is then posted to the university and are marked by means of a computer. The multiple choice questions are based on the contents of the Study Guide.

MCQ assignments may be submitted in one of three ways: either via the Internet using myUnisa or by means of a mark reading card. Note that the preferred method is electronic submissions via myUnisa.

To submit an assignment via myUnisa:

- Go to myUnisa at <https://my.unisa.ac.za>.
- Log in with your student number and password.
- Select the module.
- Click on **Assessment Info** in the left-hand menu.
- Click on the assignment number you want to submit.
- Follow the instructions on the screen.

Only if you do not have access to the Internet should you submit your assignment by means of a mark-reading sheet and mail it to Unisa. If you are using a mark-reading sheet, remember to:

- Use an HB pencil.
- Indicate your student number and the above-mentioned unique number on the mark-reading sheet.
- Follow the instructions for completing mark-reading sheets. Incomplete mark-reading sheets will be returned to you unmarked.

- Submit the assignment in good time. It must have reached the Unisa Main Campus by the above-mentioned date. Otherwise it might not be in time to be marked by the Assignment Section.

### **b) Ethical behaviour as a student**

The Department of Public Administration and Management places great emphasis upon integrity and ethical conduct in the preparation of assignments. We believe that an understanding of the vital importance of responsibility and professionalism in this regard is part of what a university education should provide. It is very important to us that all our students know how secondary material should be used and what the scholarly method of presenting and acknowledging references is. If you copy something out of a book or an article or from a website without acknowledging the source and pass it off as your own, you will be guilty of plagiarism.

Assignments in which plagiarism (the unacknowledged use of secondary material) can be demonstrated will undoubtedly fail and will in all likelihood be given 0%. In effect, you are stealing something that belongs to someone else. If you paraphrase this material (i.e. change the wording slightly) or use a line of argument without acknowledging it, that also constitutes plagiarism and the same severe penalty will apply. If you make yourself guilty of plagiarism it is regarded as serious form of misconduct. The procedure in the case of a complaint of misconduct is clearly stipulated in the Student Disciplinary Code. For detailed information regarding these procedures, see *Studies @ Unisa*.

### **c) General approach to essay-type assignments**

In this type of assignment you get the opportunity to prove your ability to deal with the subject matter and to practise your writing skills.

In the examination you are expected to write critical and complete sentences, paragraphs and essays on a specified topic. Success in this module therefore largely depends on your ability to present your knowledge of a specific topic in a critical manner in the form of written text.

We suggest that you divide each essay into three subsections: an introduction, a discussion and a conclusion. In the **introduction**, briefly set out the standpoint you are going to take on the particular topic. In the **discussion** you use your knowledge of the topic to support the standpoint you have set out in the introduction. In the **conclusion** you may refer to some of the implications of the points you have raised in the discussion.

You can only adopt a standpoint of your own once you have mastered the study material. By the time you begin work on the assignment answer you should have gone a long way towards such mastery. Once you have mastered the study material you can go on to formulate your own critical view of it.



## 8.6 The assignments

With regard to the response alternatives for Assignment 01, select the **best option out of four alternatives**. Please note that in some cases the alternatives continuous on the next page. **Turn the page over to ensure that you have considered all response alternatives**. Remember to double-check your answers and make sure you haven't made any clerical errors.

Consult the *Studies @ Unisa* brochure when you answer multiple-choice assignments. Also consult the brochure for an example of how a computer mark-reading sheet should be filled in.

With written assignments we urge you to not only use your study guide as an academic resource. We want to encourage you to make use of various academic resources, as are available at the Unisa Library. Ensure that you make use of the three sections as previously discussed, i.e. introduction, the content (body) and a conclusion. Here are some useful tips for completing your assignment:

- Always reference your sources.
- Make sure that you have a list of references at the end of the assignment.
- You will find documentation on both myUnisa and the Unisa Library regarding how to reference.
- Do not use the word "Body" as a title for your content.
- Number your headings and make use of various headings.
- Write full sentences and do not use sms-style of writing.
- The purpose of the assignment is to allow you to take that which you have learned in theory and apply it to a practical case study.

**QUESTIONS FOR SEMESTER 1, ASSIGNMENT 01 (COMPULSORY)****ASSIGNMENT 01: (compulsory) FIRST SEMESTER STUDENTS ONLY**

UNIQUE ASSIGNMENT NUMBER FOR THE FIRST SEMESTER: 854535

**DATE OF SUBMISSION**

**First semester:** 09 March 2018

***Instructions:***

- (1) Write the correct unique assignment number in the six blocks provided on the mark reading sheet.
- (2) Write the ordinary assignment number (01) in the two blocks provided on the mark reading sheet.
- (3) Consult **My studies @ Unisa** for an example of how a computer mark-reading sheet should be filled in.
- (4) If you do not follow these instructions, the computer will reject your answer sheet and it will be returned to you unmarked. Also consult: **My studies @ Unisa** when you answer multiple-choice assignments.

**ASSIGNMENT QUESTIONS FOR THE COMPULSORY ASSIGNMENT NO 1:****QUESTIONS****QUESTION 1**

Select the **incorrect** alternative. **Depending on the type and size of the institution, there may be several levels of management:**

- (1) the lowest level of management.
- (2) middle management.
- (3) top-level management.
- (4) none of the above.

**QUESTION 2**

Select the **incorrect** alternative. **The concept of management integrates and highlights the main facets of management:**

- (1) Management is a skill.
- (2) Management takes place outside the organisational context.
- (3) Management entails responsibility.
- (4) Management is an ongoing and integrated process.

**QUESTION 3**

Select the **correct** alternative. **Management can be regarded as ...**

- (1) groups of people outside the organisation that take all the responsibility.
- (2) individuals that are responsible and who has been granted the necessary authority to ensure that work takes place constructively.
- (3) groups of people that do not have the necessary management skills.
- (4) none of the above.

**QUESTION 4**

Select the **correct** alternative. **Public managers can motivate subordinates to increase performance by:**

- (1) inspiring the behaviour of subordinates.
- (2) improving the self-image of subordinates.
- (3) performing self-scrutiny.
- (4) all of the above.

**QUESTION 5**

Select the **correct** alternative. **Operational officials do not form part of the management of an institution:**

- (1) True.
- (2) False.

**QUESTION 6**

Select the **correct** alternative. **The availability of resources and the extent to which government spending takes place to deliver goods and services to society are determined to a large degree by ...**

- (1) financial challenges.
- (2) social issues.
- (3) economic factors.
- (4) All the alternatives are correct.

**QUESTION 7**

Select the **correct** alternative. **At central government level, the directors-general of state departments are the heads of top management.**

- (1) True.
- (2) False.

**QUESTION 8**

Select the **incorrect** alternative. **Public managers are required to play the following roles in order to face intellectual challenges:**

- (1) organisers.
- (2) leaders.
- (3) reformist.
- (4) All the alternatives are incorrect.

**QUESTION 9**

Select the **correct** alternative. **They need to use organisational development to gain maximum benefit from resources for the institution:**

- (1) reformists.
- (2) organisers.
- (3) agents of change.
- (4) leaders.

**QUESTION 10**

Select the **correct** alternative. **The following are some aspects confronting public managers in South Africa today that will increasingly have to be managed and administered:**

- (1) rationalised state departments.
- (2) new political leaders with diverse political points of view and beliefs.
- (3) new legislation by the government of the day.
- (4) all of the above are correct.

**QUESTION 11**

Select the **correct** alternative. **Emotional maturity and awareness of own shortcomings forms part of the ... requirements for leadership.**

- (1) physical.
- (2) emotional.
- (3) personality.
- (4) skills.

**QUESTION 12**

Select the **incorrect** alternative. **How can public managers lead by example?**

- (1) challenge the work situation.
- (2) setting performance standards.
- (3) share vision with subordinates.
- (4) encourage subordinates.

**QUESTION 13**

Select the **correct** alternative. **Values may be regarded as the beliefs of members of a community in respect of a particular issue.**

- (1) True.
- (2) False.

**QUESTION 14**

Select the **correct** alternative. **Changing circumstances require the following of public managers when priorities are determined:**

- (1) the nature of the labour market.
- (2) the size of the organisation.
- (3) the nature of social pressure.
- (4) none of the above.

**QUESTION 15**

Select the **correct** alternative. **A public manager needs the following skills to improve the quality of prioritising:**

- (1) mediation.
- (2) consultation.
- (3) constructive thinking.
- (4) all of the above.

**QUESTION 16**

Select the **correct** alternative. **... means that the public manager directs the course of the institution and sets objectives in this regard.**

- (1) Planning.
- (2) Organising.
- (3) Mediation.
- (4) Delegating.

**QUESTION 17**

Select the **correct** alternative. **Implementing of a plan is unavoidably linked to ... because expenses are incurred in public action.**

- (1) the global environment.
- (2) the cultural environment.
- (3) the administrative environment.
- (4) none of the above.

**QUESTION 18**

Select the **incorrect** alternative. **For a programme to be effective, it must be possible to identify the following in the programme:**

- (1) objectives.
- (2) intermediate environment.
- (3) alternative solutions.
- (4) links between the various activities.

**QUESTION 19**

Select the **correct** alternative. **Rationality in decision-making means that decisions are made on the basis of the absent of a reason so that they can be explained logically in all circumstances.**

- (1) True.
- (2) False.

**QUESTION 20**

Select the **correct** alternative. **In striving for rational decision-making, the following steps need to be taken in the decision-making process:**

- (1) Identification and analysis of the issue and/or objectives.
- (2) Assessment of alternative solutions.
- (3) Selection and the execution of the selected solution.
- (4) All of the abovementioned.

**THIS IS THE END OF ASSIGNMENT 01 (FIRST SEMESTER STUDENTS ONLY)**

**QUESTIONS FOR SEMESTER 1, ASSIGNMENT 02 (COMPULSORY)****ASSIGNMENT 02: (compulsory) FIRST SEMESTER STUDENTS ONLY**

UNIQUE ASSIGNMENT NUMBER FOR THE FIRST SEMESTER: 892917

**DATE OF SUBMISSION**

**First semester:** 20 April 2018

***Instructions:***

You are a public manager in your department. Currently your organisation is going through some changes in its organogram. As top-level management is responsible for communication throughout the organisation, it is your responsibility to make sure that your subordinates are not opposing, and understand these changes and how it will affect them.

In this assignment, you are required to:

- Explain why effective communication is crucial in this case study
- Determine how you will effectively communicate the changes to your subordinates,
- Identify ways in which you will prevent the subordinates from opposing these changes.

Hint: Remember that the employees within your department are working at various levels and have diverse responsibilities. It is recommended that you consult study units 7 and 14 to provide you with the theoretical points of departure and context for this question. However, do not only rely on your study guide for sources.

**THIS IS THE END OF ASSIGNMENT 02 (FIRST SEMESTER STUDENTS ONLY)**



**ASSIGNMENT 01: (compulsory) SECOND SEMESTER STUDENTS ONLY**

UNIQUE ASSIGNMENT NUMBER FOR THE SECOND SEMESTER: 768947

**DATE OF SUBMISSION**

**Second semester:** 10 August 2018

***Instructions:***

- (1) Write the correct unique assignment number in the six blocks provided on the mark reading sheet.
- (2) Write the ordinary assignment number (01) in the two blocks provided on the mark reading sheet.
- (3) Consult **My studies @ Unisa** for an example of how a computer mark-reading sheet should be filled in.
- (4) If you do not follow these instructions, the computer will reject your answer sheet and it will be returned to you unmarked. Also consult: **My studies @ Unisa** when you answer multiple-choice assignments.

**ASSIGNMENT QUESTIONS FOR THE COMPULSORY ASSIGNMENT NO 01:****QUESTIONS****QUESTION 1**

**One of the main considerations for public managers in setting priorities is whether the institution and, by implication, the community can afford the goods and services.**

- (1) True.
- (2) False.

**QUESTION 2**

**In the political environment challenges facing public managers, variables such as.....are the present reality.**

- (1) protection of human rights.
- (2) language.
- (3) computers.
- (4) new organisational units.

**QUESTION 3**

**A public manager needs \_\_\_\_\_ the most when making rational decisions in the public sector.**

- (1) factual information and value judgments.
- (2) a complete set of objectives.
- (3) a comparison of all the advantages and disadvantages.
- (4) assessed alternatives.

**QUESTION 4**

**Rational decision-making is regarded as one of the core skills required of public managers. Hence, it is important that the decision-making process should, as far as possible, be rational, inclusive and comprehensive.**

**Which of the following are regarded as most important during the rational decision-making process?**

- (1) Classification of all the value preferences of the particular community involved; all available factual information.
- (2) Establishment of all the resources and the weight of each; identification of all the alternative solutions for resolving the issue at stake.
- (3) Calculation of the total expectations of each solution; comparison of all the advantages and disadvantages of each solution.
- (4) Selection of the solution that holds the greatest benefit for the community involved; sharing each solution with the community involved and obtaining their ideas and suggestions.

**QUESTION 5**

**Which of the following role-players are LEAST expected to operate as a managers in the public sector?**

- (1) Operational managers.
- (2) Political managers.
- (3) Senior managers.
- (4) Junior managers.

**QUESTION 6**

**Public managers should take the following administrative issues into account when using computers:**

- (1) The cost of buying or leasing a computer is relatively low.
- (2) Personnel should be trained to use computers optimally.
- (3) Computers take the values of the community into account. In addition, it is also up to public managers to make value judgments in this regard.
- (4) Using computers do not have organisational implications for an institution.

**QUESTION 7**

**Is the following statement CORRECT?**

**Systems analysis is a means of dividing a system into subsystems and analysing each subsystem to find the cause of shortcomings in one part of the system in the other parts.**

- (1) Yes.
- (2) No.

**QUESTION 8**

**Public managers need to be skilled in the following to manage diversity:**

- (1) Tolerance towards individuals who differ from them.
- (2) Promoting dictatorial management.
- (3) Creating a climate opposing different skills and perspectives.
- (4) Creating forums for discussing interpersonal relations.

**QUESTION 9**

**Which ONE of the following is not among the steps in the process of managing change?**

- (1) Choosing between alternatives.
- (2) Planning for change.
- (3) Negotiation.
- (4) Choosing between alternatives.

**QUESTION 10**

**Is the following statement CORRECT? Assessing the results of conflict is not an important step in the conflict process.**

- (1) Yes.
- (2) No.

**QUESTION 11**

**The following circumstances require public managers to act innovatively:**

- (1) New aids and techniques.
- (2) New responsibilities.
- (3) New work programmes.
- (4) All of the above.

**QUESTION 12**

**Public managers should be sensitive to the following community values:**

- (1) Restraint and fairness.
- (2) Cultural awareness.
- (3) Legislative compliance and recognition of democratic principles.
- (4) All of the above.

**QUESTION 13**

**Is the following statement CORRECT? Values may be regarded as the beliefs of members of a community in respect of a particular issue, and such beliefs may be used as criteria for determining preferences and choices.**

- (1) Yes.
- (2) No.

**QUESTION 14**

**The following should be displayed by public managers:**

- (1) Humbleness.
- (2) Avoiding embarrassing others.
- (3) Generosity.
- (4) All of the above.

**QUESTION 15**

**Which of the following statements are INCORRECT?**

- (1) The concept of change means to move away from an existing situation.
- (2) Change does not require employees to abandon customs and practices.
- (3) Resistance to change in individual employees may be caused by uncertainty about the reasons for and the effect of change.
- (4) The absence of reasons for the planned changes may cause resistance.

**QUESTION 16**

**The following are examples of obstacles that are generally present in most institutions:**

- (a) Structural inertia**
- (b) Outdated methods and procedures**
- (c) Obsolete technology**
- (d) Inappropriate management style**

**Which of the above are correct and which are incorrect?**

- (1) The first two are correct and the last two are incorrect.
- (2) All are correct.
- (3) The first three are correct and the last one is incorrect.
- (4) The last one is correct and the first three are incorrect.

**QUESTION 17**

**Which ONE of the following is not among the methods that public managers may use in the human approach to change?**

- (1) Team-building.
- (2) Unveiling fraud and corruption.
- (3) Process consultation.
- (4) Small-group activities.

**QUESTION 18**

Is the following statement **CORRECT**? Public managers need to determine the level of conflict, compare it with the desired level of conflict, and then act accordingly.

- (1) Yes.
- (2) No.

**QUESTION 19**

Which of the following statements are **CORRECT**?

- (1) Agreement refers to a situation where the parties defer to the best interests of other parties rather than participate in the conflict situation.
- (2) Compromise refers to all parties participating to arrive at a satisfactory solution which will benefit everyone.
- (3) Cooperation means that there is no winner and no loser. Participating parties are willing to sacrifice some of their own interests to satisfy one another.
- (4) All of the above.

**QUESTION 20**

Conflict can be managed by following these steps in the process of managing conflict:

- (a) Identifying conditions with potential for conflict**
- (b) Awareness of conflict**
- (c) Creating conflict**
- (d) Assessing the results of conflict**

- (1) The first two steps are correct and the last two steps are incorrect.
- (2) All steps are incorrect.
- (3) The first two steps and the last steps are correct.
- (4) The last step is correct and the first three steps are incorrect.

**THIS IS THE END OF ASSIGNMENT 01 FOR SEMESTER 2.**

**ASSIGNMENT 02: (compulsory) SECOND SEMESTER STUDENT ONLY**

UNIQUE ASSIGNMENT NUMBER FOR THE SECOND SEMESTER: 807610

**DATE OF SUBMISSION****Second semester:** 14 September 2018***Instructions:***

You are a public manager in the Department of Education. You have been tasked with implementing a new programme in which all Grade 7 learners must complete a test to determine their readiness for secondary education. It is your responsibility to ensure that this programme is sufficiently executed. Using the information in your study guide, explain and practically apply the eight (8) steps in the planning process in order to be successful in executing this task.

In this assignment, you are required to:

- Explain the theory behind the eight (8) steps in the planning process.
- Practically apply the steps to the case study presented.
- Identify the relevant stakeholders for this project and explain how you will include these stakeholders in each step

Hint: Remember that the employees within your department are working at various levels and have diverse responsibilities. It is recommended that you consult study unit 5 to provide you with the theoretical points of departure and context for this question. However, do not only rely on your study guide for sources.

**THIS IS THE END OF ASSIGNMENT 02 (SECOND SEMESTER STUDENTS ONLY)**

**8.7 Other assessment methods**

Not applicable.

## 8.8 The examination

As previously stated, you are required to submit Assignment 01 to obtain admission to the examination. Admission will be obtained by submitting the assignment in time.

Please note that a semester mark system applies. This semester mark will only apply to the compulsory assignments (assignment 01 and 02), which means that the mark you obtain for the compulsory assignments becomes your semester mark and this mark is used to calculate your final mark.

Assignment 01 will contribute 20% and assignment 02 contributes 80% to the semester mark. The semester mark will carry a weight of 20% and the examination mark a weight of 80% towards calculating the final mark. In other words, the final mark will be calculated by adding 20% of the semester mark to 80% of the examination mark.

**NOTE:** The sub-minimum to pass the examination is 40%. The final mark required to pass the module must be at least 50%.

An example of how to calculate your semester and year marks follows below.

### EXAMPLE:

#### Semester mark calculation:

**20% of assignment 01 + 80% of assignment 02 = semester mark**, for example:

Mark obtained for assignment 01: 60% [20% of 60% = 12]

Mark obtained for assignment 02: 80% [80% of 80% = 64]

By adding the totals of the above calculations the semester mark is determined. In this instance  $12 + 64 = 76\%$ .

#### Final mark calculation:

**20% of semester mark + 80% of examination mark = final mark**, for example:

Semester mark: 70% [20% of 70% = 14]

Examination mark: 60% [80% of 60% = 48]

By adding the totals of the above calculations the final mark is determined. In this instance,  $14 + 48 = 62\%$ .

The examinations for this module will take place as follows:

Semester 1: During May/June 2018

Semester 2: During October/November 2018



The final examination dates will be provided to you by the Examination Section later in the semester. The examination for PUB3701 consists of **one** paper of **two** hours.

We would like to urge you to study with understanding and insight and not to merely memorise answers to questions.

The self-evaluation questions which appear at the end of each theme are indications of the type of questions that may be asked in the examination. You should, however, not restrict your preparation to these questions. Other questions which do not necessarily appear in the self-evaluation questions could also be included in the examination paper.

Please bear in mind that some of the questions will not be asked exactly in the same way as it appears at the end of each theme. Furthermore, to assist you in identifying the questions, the headings in the study guide were used in the formulation of the questions wherever possible. Owing to time limitations in the examinations, only sections of certain questions could be asked, while in other instances questions may be combined. For this reason some questions may consist of more than one section.

The examination paper will consist of four (4) essay type questions. Each question will count 25 marks, BUT may be subdivided, for example, 15 marks + 10 marks = 25 marks. The examination paper is thus worth a total of **100 marks**.

**The examination will not consist of multiple-choice questions.**

## 9. FREQUENTLY ASKED QUESTIONS

We receive many enquiries from students asking the same questions over and over again. We have, therefore, decided to include these frequently asked questions in this tutorial letter.

***I have not yet received my study material or misplaced it. Could you please mail or fax me a copy?***

Study material is kept at a different department, namely *Despatch*. Please consult the *Studies @ Unisa* brochure. Ask whether the specific item has been despatched. If it has been despatched and you have not received it after a reasonable period of time, ask for another copy to be despatched to you. Do not to contact your lecturer for despatch matters. Please take note that you can also find your study material in electronic format on myUnisa.

***I would like to do some additional excercises. Could you provide me with tutorial letters from previous years?***

Owing to limited storage space at Unisa, no tutorial letters from previous years are kept or made available to students.

***What do I do if I experience problems with the content of the study material?***

Contact your tutor or lecturer responsible for the module. Please do not hesitate to contact us. You can phone your lecturer during official office hours (not evenings), make an appointment to come and see us personally, write a letter or send an e-mail. Alternatively you can post your problem on the myUnisa discussion forum.

***My assignment is late because ... Can I submit it at a later date?***

It is your responsibility to ensure that your assignment reaches Unisa's main campus on/or before the due date. Multiple-choice assignments are marked by a mark-reading device on a fixed date as specified in advance in the planning schedule of the Assignments section. Hence, multiple-choice assignments submitted after the due date will not be marked.

**YOUR GRADUATENESS (EMPLOYABILITY)**

In today's job market, public sector employers look for candidates who are in possession of a wide range of skills, attributes, competencies and values to ensure effective service delivery. In this light, it is of vital importance that Public Administration and Management graduates meet the rapidly changing needs of the South African and global job market. This implies that Unisa should produce more than merely employable graduates; Unisa should contribute to an active and critical citizenry who can participate politically, economically and socially.

Against this background, the Department of Public Administration and Management endeavours to ensure that our graduates acquire the following:

- A commitment to continual self-improvement and lifelong learning.
- The ability to employ the skills necessary for creating and using employment opportunities.
- An appreciation of and respect for the value of cultural, religious, aesthetic and linguistic diversity.
- The ability to contribute to economic, intellectual, cultural and scientific life.
- An appropriate sense of responsibility for and stewardship of the physical- as well as the human-changed environment.
- An ability to use appropriate and sustainable technologies.
- The appreciation of the world, more particularly the African continent, as a set of related systems.
- Scarce skills, generic skills and specialised skills in the management of public affairs to be immediately effective in the public sector workplace (graduateness).

In our endeavour to attain the above objectives and as part of our quality assurance systems, we would be grateful if you could answer the questions in the box below.

- Which competencies, areas of knowledge, skills and attributes did you need to complete the above assignments?
- Did completing these assignments and consulting the relevant sources improve your competence?
- Name a few competencies that you think should be developed further to enhance your graduateness and employability.
- Did the assignment topics add value to the application of your knowledge and skills in the public sector workplace?
- Do the assessment criteria provide you with an adequate framework in which to evaluate your performance in your assignment answer? If not, what other criteria and guidance should be added?
- What aspects of the module, study material and your learning experience would you like to improve? How?
- Do the assignment topics reflect the learning outcomes and assessment criteria?

Your responses will provide us with important feedback about the skills and attributes of our graduates and will be invaluable for future planning of programmes at the Department of Public Administration and Management, more particularly for the module *Public Management Skills*. We are determined to assist our graduates in acquiring skills that are valued by public sector employers. Your responses are important to us.

Results will be presented in summary format and therefore individual responses will be strictly confidential. Please return your answers to these questions to Mrs MM Rolland at engelmm@unisa.ac.za or at:

PUB3701 Module Leader  
 Department of Public Administration and Management  
 PO Box 392  
 Unisa  
 0003

## 10. SOURCES CONSULTED

Ströh, E.C. 2014. *Public Management Skills. Only Study Guide for module PUB3701*. Pretoria: University of South Africa.

## **11. IN CLOSING**

Do not hesitate to contact your lecturer if you are experiencing problems with the content of this tutorial letter or any aspect of the module.

I wish you a fascinating and satisfying journey through the learning material and trust that you will complete the module successfully.

Enjoy the journey!

### **THE PUB3701 LECTURER:**

**Mrs MM ROLLAND**

Tel: +27 21 429 4362

E-mail address: [engelmm@unisa.ac.za](mailto:engelmm@unisa.ac.za)

## **12. ADDENDUM**

Not applicable.