

Tutorial letter 201/1/2018

PUBLIC MANAGEMENT SKILLS PUB3701

Semester 1

DEPARTMENT OF PUBLIC ADMINISTRATION
AND MANAGEMENT

IMPORTANT INFORMATION:

This tutorial letter contains important information
about your module.



Dear Student,

Congratulations on having come this far with your studies. We trust that you have commenced with your preparation for the examination. The purpose of this tutorial letter is to:

- provide an indication of the format of the examination paper; and
- provide feedback on the assignments that you should have submitted during the course of the semester.

1 GENERAL COMMENTS

Thank you for the assignments that we received from you during the course of the semester. We appreciate your interest in the module and trust that the contents and presentation thereof met with your expectations.

The answers to the multiple-choice assignment is provided in section 4 of this tutorial letter.

1.1 Tutorial letter PUB3701/101

When you registered for this module, an important tutorial letter (PUB3701/101) was issued to you. The purpose of this tutorial letter was, amongst other things, to assist you with the completion of your assignments. It contained general guidelines, as well as important information with regard to your assignments due dates and was issued to you in order to help you to complete the posed assignments successfully.

2 EXAMINATION TIPS

I would like to draw your attention to your preparation for the May/June 2018 examination and offer the following tips:

Exam writing tip 1: Read and understand the instructions

ALWAYS read the instructions carefully. Many students do not take the time to do this and then discover that they did the exam incorrectly. Are you required to select a certain number of questions to answer, or do you have to answer all of them?

Exam writing tip 2: Preview the exam and budget your time accordingly

Note the number of questions and how many marks each is worth. Quickly reading over the questions will assist in activating your memory. Decide which questions will be easier to do and which ones will take longer and budget your time accordingly. Allocate time to review the exam and make corrections. If you think of something while you are previewing the exam, write it down immediately.

Exam writing tip 3: Approach each question systematically

Read each question carefully, underlining key words (sometimes using colour is helpful). Is it a one-part or two-part question? What are you being asked to do? Identify what you have and what you need. Decide how you plan to get to the answer and make a few notes on the steps

you will take. This will provide you with some guidelines – and the person marking the exam with an idea of how you attempted the question. This will also assist you with finding and correcting mistakes.

Exam writing tip 4: Write something down for every question

If all you can do is to provide a definition, then do so. Write down anything you know that is related to the question, especially if you do not know the answer. Do not leave a question unanswered. Try!

Exam writing tip 5: If you “draw a blank”

First, do not panic and allow anxiety to take control of how you are going to do on the exam. Ask yourself, “What do I need to know to answer this question?” and start writing down your thoughts. Avoid negative self-talk – focus on the task instead of on yourself. When preparing for the exam, try to understand concepts, rather than merely memorising them.

Exam writing tip 6: Review and make corrections

Take the time to go over the exam and check your answers. Do not change anything unless you are 100% sure it is correct.

Exam writing tip 7: Stay until the end

Do not leave until the exam invigilators throw you out! Sometimes, it takes a little more time for information in your memory to “surface”, so use all the time you are given. Read through your paper again if you are done earlier.

3 EXAMINATION PAPER

3.1 Preparing for the examination

The self-evaluation/revision questions which appear at the end of each theme/study unit are examples of the type of questions which could be posed in the examination. This should give you an indication of what is required. You should also read the learning outcomes for each study unit as this will give you an indication of that which you may be struggling with per unit. You should, however, not restrict your preparation to these questions. Other questions which do not necessarily appear in the self-evaluation/revision questions could also be included in the examination paper.

3.2 Format of the examination paper

Please note that multiple-choice questions will NOT be included in the examination paper. The examination paper consists of FOUR (4) **essay type** questions. You have to answer all four questions.

Duration of examination: **2 hours**.

3.3 Structure of the questions

The PUB3701 May/June 2018 examination paper will be structured as follows:

- Question 1:** Question 1 consists of sub-questions which adds up to a total of 25 marks.
- Question 2:** Question 2 also has sub-questions which adds up to a total of 25 marks.
- Question 3:** Question 2 also has sub-questions which adds up to a total of 25 marks.
- Question 4:** Question 4 has one question which counts for 25 marks.

It is important that you apply all your answers to the public sector and use examples where possible. Please do not “spot” questions – it is your responsibility to master all module content.

The examination paper is worth a total of **100 marks**.

3.4 Possible examination questions

The following questions serve to illustrate the manner in which questions *can* be asked in the exam:

1. Describe the steps in the control process in detail.
2. Discuss which measures can be introduced by managers to achieve effective coordination.
3. Identify three (3) variables which may affect the performance of officials.
4. Explain leadership in the public sector by explaining the skills requirements for leadership in the public sector.
5. Explain the circumstances which officials are likely to perform exceptionally well in.
6. Determine any two (2) objectives of control.
7. Explain the concept of “change”, as well as the individual and organisational factors which cause resistance to change.
8. Explain how managers can pursue rational decisions-making through a systematic logical approach. Use relevant examples to substantiate your answer.
9. Describe the leadership role of public managers in any three (3) administrative activities.
10. Analyse the measures that public managers may introduce to bring about effective coordination.

****Please note that the examination questions are NOT limited to these questions alone.***

3.5 Relevant sections of the study guide for examination purposes

You have to study the study guide in its entirety. You may use the learning objectives in each study unit to assist you.

3.6 Examination paper May/June 2017

Attached please find the May/June 2017 examination paper that serves as an example of the types of questions that may be asked.

4 COMMENTS ON ASSIGNMENTS

The answers to the assignments for this semester are provided below.

4.1 Assignment 01 (compulsory): Multiple-choice questions

Assignment 01 consisted of twenty multiple-choice questions on which you had to mark the correct answer. The correct option is indicated between brackets () next to the relevant question number:

QUESTION NUMBER	CORRECT OPTION
1	(4)
2	(2)
3	(2)
4	(4)
5	(1)
6	(3)
7	(1)
8	(4)
9	(3)
10	(4)
11	(3)
12	(2)
13	(1)
14	(4)
15	(4)
16	(1)
17	(4)
18	(2)

QUESTION NUMBER	CORRECT OPTION
19	(2)
20	(4)

4.2 Assignment 02 (compulsory): Essay-type questions

Assignment 02 consisted of an essay-type question in which you had to write an essay and apply it to the relevant provided example.

In this assignment you had to explain why communication is crucial during the change process. You had to firstly explain why it is important and how it can practically assist you as a public manager when these changes are occurring. Then you had to consult your theory (in your study guide and alternative academic sources) to determine how you will effectively communicate the changes to subordinates and lastly identify manners in which you will prevent subordinates from opposing the changes.

You could consult study units 7 and 14 in this regard, but it was recommended that you use other sources as well. It is essential that you reference your sources, that they are academic (i.e no Wikipedia or Facebook) and that you practically apply the scenario provided.

5 CONCLUSION

Do not hesitate to contact your lecturers by e-mail if you experience problems with the content of this tutorial letter or any aspect of the module.

We wish you the best with the rest of the semester and trust that you will be successful in the examination.

Warm regards.

Ms MM Rolland

MODULE LEADER

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UNIVERSITY EXAMINATIONS



PUB3701

May/June 2017

PUBLIC MANAGEMENT SKILLS

Duration : 2 Hours

100 Marks

EXAMINERS :

FIRST :	MS A BARNES-WEARE
SECOND :	PROF EJ NEALER
EXTERNAL :	PROF DM MELLO

Closed book examination.

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue.

This paper consists of 2 pages.

ANSWER ALL QUESTIONS.

[TURN OVER]

QUESTION 1

- 1.1 Describe the concept “leadership”. Also explain how a public manager can succeed in realising government objectives through leadership. (15)
- 1.2 Name and explain the three (3) requirements of leadership. Support your answer with relevant examples. (10)
- [25]**

QUESTION 2

- 2.1 Explain the five (5) characteristics of effective managers and provide relevant examples to illustrate each characteristic. (10)
- 2.2 Name the three (3) classifications of public managers in a public institution. Provide an example for each classification. (6)
- 2.3 List and explain four (4) facets of management. (9)
- [25]**

QUESTION 3

- 3.1 Analyse the concept “rational decision-making”. Support your answer with relevant examples. (5)
- 3.2 To strive for rational decision-making, public managers need to work scientifically and perform certain actions in sequence. Explain the steps that must be taken in the decision-making process. Support your answer with relevant examples. (20)
- [25]**

QUESTION 4

Change often makes it necessary for institutions to reposition themselves. This can include changed strategies and changes in formal structures or management styles. Considering this, explain the concept of “change”, as well as the individual and organisational factors which cause resistance to change. **[25]**

NOTE

It is important that you apply all your answers to the South African public sector.

TOTAL: [100]