FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2019

Assignment 2

Public Management in Namibia
PMN521S
Feedback tutorial letter – Assignment 2
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To protect its integrity, the Namibia University of Science and technology will apply the following penalties with regard to any type of plagiarism or cheating transgressions committed. Definition

- Where extracts from recommended readings are quoted, but are not adequately referenced. The unacknowledged quotes form a minor part of the entire piece of work. It should be believed that the plagiarism is the result of inexperience, rather than the deliberate intention to deceive;
- Students are required to research and not to limit their research to the feedback provided.

Question 1

Students are required to discuss the following in detail

- The scope of public management

Article 1(3) of the constitution of the republic of Namibia states that Namibia is a sovereign, secular, democratic and unitary states.

- sovereignty
  - Namibia is an independent state and its power vest in the people, who exercise their democratic rights through democratic institutions such as parliament, regional and local council (Art 1(2))
  - Principles of state policies were formulated to enable Namibia to exercise its sovereignty.
  - Promotion of the genera welfare of the community (Art95)
• Foreign relation (Art 96)
• Asylum (Art 97)
• The principle of economic order (Art 98)
• Foreign investment (Art 99)
• Sovereign ownership of resources (Art 100)

**Secularism**

• The purpose of Public management in Namibia is to promote the general welfare of the people in Namibia by serving the need of the entire population of Namibia.

**Democracy**

**Democratic values**

• Representation
• Legitimacy
• Transparency
• Accountabilities

**unitary states**

Namibia remains under one constitution and no legislation passed by regional and local authorities should conflict with the national legislation. The scope of public management in Namibia

The scope of public management can be analyzed based on its original structure.

• The legislative Authority
• The executive authority
• The judicial authority

**The legislature in Namibia maintains its authority through:**

• Determining policy and objectives of the executive
• Determining executive institutions
• Staffing
• Determining work procedures
• Financing
• Control measures

Question 2
A theory is a foundation to meaningful decisions on the basis of which an event can be explained. Public management theories provide practical insight into how public managers should behave

The scientific management theory phase
Initiated by Fredrick Taylor (1856-191), in its application to management the scientific approach requires
• Finding the single best way to carry out each task to ensure the best result
• Selecting personnel scientifically
• Remunerating each worker in direct proportion of what he has produced instead of basic remuneration
• Distinguishing clearly between managers tasks and worker’s task
• (The focus is on productivity) In order to improve productivity, activities or movement and time in the workplace were measured.

The Behavioural or people oriented theory phase

The Behavioral or people oriented theory phase
• Early contributor Elton Mayo (1880-1940) who is associated with the Hawthorne studies.
• The phase shows that people are motivated to be more productive by factors other than financial gains and a pleasant working environment. Main lessons
• Individual workers cannot be treated in isolation, but must be seen as members of a group.
• The need to belong to a group and have status within it is more important than monetary incentives or good physical condition
• Supervisor/managers need to be aware of employee’s social needs and cater for them if employees are to collaborate with the official organization rather than work against it.
• This phase emphasis was on behaviors of workers in the work place.

The situation or contingency theory phase (Normative)
• In this theory the particular environments and circumstances in which the manager has to function have a determining influence on best management styles and productivity.
• According to Morgan (1970), there is no one way of organizing, and that organizations are open systems that need careful management to satisfy and balance needs and adapts to the environment circumstance. Different types or species of organization are needed in different types of environment.

What is the essence of the above theories to a public manager?
• The scientific theory concentrate on the improvement of the productivity in an organization
• Behavior or people oriented theory will help public managers understand / explain dynamics of the contexts in which they are situated and the efficacy of potential interventions with regards to human relations.
• Situation or contingency theory gives public managers the capacity to think about and recognize how they ought to act in light of the values in a given situation.

Public management theories in Namibia
• The existence of formal structures in our public sector, such as motivation.
• Selection of the most suitable candidate for the position.
• Remunerations and good working conditions is a way of ensuring efficiency and effective function of our public institutions continue to exist.
• The behavioral or people-oriented theory is important to take cognizance of team unity in the public sector.
• The Namibian public sector is also aware of social needs of its employees by providing various benefits such as medical Aid and housing subsidies.
• The public sector, different government offices, ministries and agencies are separated based on what service they offer. (contingency theory)
• Under all the theories above, emphasis is also put towards delivering good service to the public.

The need for public managers to theorize
• In order to identify important aspects of a problem or a specific situation
• Predicts and investigates relationships between events
• It sets guidelines for determining and evaluating methods
• Sets criteria for the selection of important information for use in the decision making process

Practice public management in the Namibian public sector

Management theories should be applied to management functions
• Planning
• Organization
• Staffing
• Leading
Management (Enabler) in general is the process of getting things accomplished with and through people by guiding and motivating their efforts toward common objectives.

Planning (Thinking before Acting)
Determining what should be done in the future, thus setting goals, objectives, policies, procedures and other plans needed to achieve the objectives of the organization.

Organization within which a certain environment has to function has a determining influence on the best management and productivity. (Contingency theory phase)

Organizing
- Answers the question, how will the work be divided and accomplished.
- This involves (Scientific management)
- Selecting personnel based on their skills and expertise
- Remunerating each worker in direct proportion to what he/she has produced
- Making a difference between the managers task and worker’s tasks

Leading (influence)
Involves motivation, leadership styles and approaches and communication. Under leadership behavior or people-oriented theory becomes important because of people that you must lead in order to achieve your objectives

Controlling (ensuring conformity)
Measures performance against goals and plans shows where negative differences exist and by putting in motion actions to correct these differences helps ensure accomplishment of plans.
This management function is linked to the scientific management theory where there is greater need for efficiency in order to improve productivity.

**Coordination**

Involves the essence of manager-ship for achieving harmony among individual efforts towards the accomplishment of group goals. This approach is linked to behavior of people orientated theory in that it places emphasis on behaviors of human beings in the organization.

**WHAT IS REFERENCING?**

When writing an assignment your own thoughts and ideas build on those of other writers and researchers. It is essential that you acknowledge those sources of information by: Acknowledge the source within the text by citing the author's last name and date of publication in parentheses. Give full details of each item in an alphabetical reference list at the end of your assignment.

When you find a source that you wish to use in your assignment, write down all the information you need. If you do not do this, you will need to find the source again in future, as you will be penalized if you submit incomplete references in your assignment. This guide will indicate what information you need to record for each different type of source.

**Why reference?**

The main reasons are:

To enable your lecturer to follow up the references and find the book or journal article in a library.

- To demonstrate to your lecturer that you have read a wide range of opinions.
- To enable your lecturer to check the accuracy of the information you’ve given.
- Good referencing will assist in avoiding accusations of plagiarism.
You will lose marks if you do not acknowledge sources.

**What is Plagiarism?**
Plagiarism is using someone's words or ideas and passing them off as your own, without acknowledging your source. Self-plagiarism is using your own previously published work as new scholarship.

Refer to the *Nust brief guide to the APA*