

UFS FORM 5: SHORT LEARNING PROGRAMME

SECTION A: CATALOGUE

CODE: HEQC/H06/EMS/SLISM (Credit-bearing SLP)

TITLE: Integrated Strategic Management for the Public and Municipal Sectors (Public Sector)

QUALIFICATION TITLE: Master in Public Administration

NQF LEVEL: 7

CREDITS: 16

NOTIONAL LEARNING HOURS: 160 HOURS

FORMAL CONTACT TIME: 40 HOURS

The contact time will entail a five day formal facilitation session, including lecturing, simulations and role-play exercises and activities aimed at giving practical effect to theoretical concepts.

LEARNING ASSUMED TO BE IN PLACE:

- A formal qualification on NQF level 5 *plus* relevant experience.
- Evidence of relevant prior learning may also be considered.
- The general regulations of the University of the Free State will also be applicable.

LEARNING OUTCOMES:

Learners will be able to:

- Initiate and transform organisational strategies into operational plans to achieve policy objectives and service excellence. (For detailed outcomes, please refer to the relevant Unit Standard to which this outcome relates *viz.* Proposed Unit Standard ODM371 [see the attached Annexure A]).
- Develop and apply appropriate methods and methodologies to link organisational resources to institutional resources, and manage, control and assess organisational performance in terms of such and integrated Action Plan. (This outcome relates to Unit Standard 116341 [refer to the attached Annexure B]).
- Participate in, or manage development and operational small scale projects (refer to the attached Unit Standard 10140 [Annexure C]).

BRIEF DESCRIPTION OF CONTENT:

1. Determine institutional strategies (Strategic Planning)
 - 1.1 The principles of strategic planning.
 - 1.2 The municipal investment decision.
 - 1.3 Integrate legislative mandate, organizational capacity and the demands of the management environment into organizational strategies.
 - 1.3.1 Analyze the municipal mandate as the ultimate strategic decision determinant.
 - 1.3.2 The SWOT analysis as a method of matching environmental demands with organizational capacity.
 - 1.3.3 Determine and manage environmental and institutional risk in an integrated risk management model.
 - 1.3.4 Formulate institutional strategies.
 - 1.4 The IDP as a municipal strategic development Plan.

- 1.4.1 Integrate the IDP and operational institutional management considerations.
- 1.5 Cascade the strategic planning process down throughout the institutional set-up.
2. Manage strategic performance (Performance Management)
 - 2.1 The concept of the strategy-focused organization.
 - 2.2 Linking organizational resources to institutional strategies:
 - 2.2.1 Performance Budgeting.
 - 2.2.2 Strategy-focused HR recruitment, selection, placement and utilization practices.
 - 2.2.3 Outcome-based performance contracting.
 - 2.2.4 Outcome-based performance assessment.
 - 2.2.5 Strategy-focused supply chain management.
 - 2.2.6 Organizational analysis, assessment and reporting.
3. Project Management as a management tool for the Implementation of Organisational Strategies (Foundation Course in Project Management)
 - 3.1 Defining a project
 - 3.2 Preparing for project management
 - 3.3 The project life-cycle
 - 3.4 Project management aimed at the execution of corporate strategy
 - 3.5 Participants in the project management process
 - 3.6 Resistance to change in the project management process
 - 3.7 Project risk management
 - 3.8 The strategic management of projects
 - 3.9 Tools for the planning and analysis of projects:
 - *The GANTT chart*
 - *PERT*
 - *Network Analysis*

CRITICAL OUTCOMES SUPPORTED BY SHORT LEARNING PROGRAMME:

Initiate and transform organisational strategies into operational plans to achieve policy objectives and service excellence. (For detailed outcomes, please refer to the relevant Unit Standard to which this outcome relates viz. Proposed Unit Standard ODM371)

- Formulate mission and vision statements that will be necessary for the initiation and transformation of institutional strategies into operational plans.
- Identify key performance areas applicable to the initiation and transformation of institutional strategies into operational plans.
- Formulate strategic goals and objectives applicable to the initiation and transformation of institutional strategies into operational plans.
- Develop tactical and operational plans to ensure service excellence in the public sector.

Develop and apply appropriate methods and methodologies to link organisational resources to institutional resources, and manage, control and assess organisational performance in terms of such and integrated Action Plan. (This outcome relates to Unit Standard 116341)

- Implement performance management systems and mechanisms in a South African municipality as required by the local government legislative framework.
- Write and develop performance management concepts for the effective measurement of municipal strategic and financial performance.
- The appropriate measures of effectiveness, efficiency and economy are identified and applied in a municipal performance management system.
- Identify and establish institutional arrangements required for performance management in a municipality.
- Apply performance management concepts to municipal service delivery.

Participate in, or manage development and operational small scale projects (refer to the attached Unit Standard 10140)

Learners will be able to be involved in project management teams or be involved in building small project management teams. (Focus will be on management / development projects, which have a uniquely public sector perspective). (Refer to the attached Unit Standard 1014).

METHODS OF ASSESSMENT:

A portfolio of evidence, consisting of individual and group assignments, activities, group discussions, individual feedback, case studies, role-play and simulation.

Refer to Annexure D.

ASSESSMENT CRITERIA:

A portfolio of evidence, consisting of individual and group assignments, activities, group discussions, individual feedback, case studies, role-play and simulation.

ORGANISING FIELD: 3

- (1 = Agriculture and Nature Conservation)
- (2 = Culture and Arts)
- **(3 = Business, Commerce and Management Studies)**
- (4 = Communication Studies and Language)
- (5 = Education, Training and Development)
- (6 = Manufacturing, Engineering and Technology)
- (7 = Human and Social Studies)
- (8 = Law, Military Science and Security)
- (9 = Health Sciences and Social Services)
- (10 = Physical, Mathematical, Computer and Life Sciences)
- (11 = Services)
- (12 = Physical Planning and Construction)

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DEPARTMENTAL OR PROGRAMME "HOME": Public Management

DEVELOPER: Dr. F Minaar
083 942 4747
minnaarf@telkomsa.net

COORDINATOR: Prof. JCO Bekker
+27 (0)51 – 401 2682
bekkerjc.ekw@mail.uovs.ac.za