

# UFS FORM 5: SHORT LEARNING PROGRAMME

## SECTION A: CATALOGUE

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

**TITLE:** Strategic Planning for the Public and Municipal Sectors (Public Sector)

**QUALIFICATION TITLE:** Master in Public Administration

**NQF LEVEL:** 7

**CREDITS:** 12

**NOTIONAL LEARNING HOURS:** 120

**FORMAL CONTACT TIME:** 40 hours

The contact time entails 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 will also be considered.
- The general regulations of the University of the Free State will also be applicable.

### LEARNING OUTCOMES:

Learners will be able to:

- Analyse and interpret the management environment and match the demands thereof with institutional decision-making systems and procedures. (For more detailed outcomes, please refer to *Unit Standard Number ODM373* [attached as Annexure A]).
- Apply strategic management principles and techniques and initiate and transform institutional strategies into operational plans to ensure public service excellence. (For more detailed outcomes, please refer to *Unit Standard Numbers ODM371 and ODM372* [attached as Annexures B and C respectively]).

### BRIEF DESCRIPTION OF CONTENT:

1. The theory of Strategic Management.
2. Scenario Planning.
3. The strategy structure: A practical approach.
4. Develop institutional strategies
  - 4.1 Analyze institutional mandate
  - 4.2 Vision and Mission
  - 4.3 Key Performance Areas.
  - 4.4 Key Performance Indicators.
  - 4.5 Determine institutional capacity and risks:
    - 4.5.1 SWOT Analysis
    - 4.5.2 Analyze the management environment
    - 4.5.3 Analyze the organizational environment
    - 4.5.4 Link organizational capacity with service rendering demands.
5. Organizational decision-making

- 5.1 Decision-making in conditions of risk.
- 5.2 Making strategic decisions.
- 5.3 Strategic planning and budgeting:
  - 5.3.1 The strategic trade-off process.
  - 5.3.2 Strategic decision-making as a municipal investment application.
- 6. Define organizational strategies.
- 7. Strategic Plans:
  - 7.1 Writing of good strategic plans.
  - 7.2 What must be in a good strategic plan?
  - 7.3 The IDP as a strategic development plan.
  - 7.4 Define SMART goals and objectives.
  - 7.5 Prepare Operational Action Plans.
- 8. The concept of the strategy-focused organization.
  - 8.1 Operationalise the corporate strategic plan
  - 8.2 Cascading down of the strategic planning process.
  - 8.3 Writing business and operational plans that fit into the strategic framework for the institution.
- 9. Strategic control:
  - 9.1 Manage and measure intellectual capital.
  - 9.2 Scorecards (including the Balanced Scorecard).

**CRITICAL OUTCOMES SUPPORTED BY SHORT LEARNING PROGRAMME:**

**METHODS OF ASSESSMENT:**

A portfolio of evidence, consisting of individual and group assignments, activities, group discussions, individual feedback, case studies, role-play and simulation (as required by the relevant Unit Standard[s] [please refer to the attached Annexures A, B and C]).

*Complete particulars of how the relevant assessment criteria contained in the appropriate Unit Standard will be linked to the assessment methodologies are contained in the attached Annexure D.*

**ASSESSMENT CRITERIA:**

**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

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