

***Municipal Management Development Programmes for Western Cape
Government at Kromme Rhee***

2015

Foundational theories & practices of management in a municipality

(Part A of MMDP NQF Level 7)

36-credit HEQF (2007) level seven course

Course Outline

08 June to 07 September 2015

(Contact sessions at Kromme Rhee 08 to 12 June, 06 July & 03 to 07 August 2015)

Link to online registration: Foundational theories & practices of management in a municipality:

<http://apps.sun.ac.za/SCD/ApplicationForm.aspx?offeringid=8e1fd4de-05b1-e411-9b7e-0050568068ef>



1. INTRODUCTION

Service delivery, and mostly failures in service delivery, currently receive widespread publicity. It is a reality that to overcome the many contemporary challenges of public service delivery, a high degree of management sophistication is required.

The executive programme and products of the School of Public Leadership are the result of knowledge from rigorous research on contemporary issues and international best practices. This research is done by specialists in the sector with the highest academic qualifications combined with practitioner backgrounds. All facilitators / researchers are permanent or extraordinary academic appointees of Stellenbosch University and all products are fully quality controlled and accredited as determined by the University and the Higher Education Qualification Committee.

The products are the only sector-specific accredited products of Stellenbosch University with articulation to advanced degrees in public and development management, i.e. they either provide avenues of access to, or credit for modules of the advanced degrees (conditions apply).

Besides stand-alone courses that are accredited modules or part of modules of various degree programmes, we also offer a range and progression of sector-specific management development programmes, including the Municipal Management Development Programme (60 credits on NQF Level 7) of which this course on foundational theories and practices of management in a municipality contributes 36 credits.

2. TITLE OF THE COURSE

**Foundational Theories and Practices of Management in a Municipality
(Part A of Municipal Management Development Programme NQF Level 7)**

3. COURSE OBJECTIVES AND OUTCOMES

The objective is to equip participants with knowledge of the foundational theories of management in a municipal setting. The intended outcomes are:

- Individually proven knowledge of the foundational theories of development, political governance, public value generation, public policy management, public management, developmental local governance, municipal management and participatory community governance.
- The individual ability to explain how knowledge of these theories will serve to contextualise, demarcate, enhance or even constrain how the manager functions in his or her work setting.
- Individually proven foundational knowledge required for admission into formal postgraduate studies in public management.

Successful completion of this programme also provides participants who are in possession of tertiary qualifications other than qualifications with NQF Level 7 Public Management / Public Administration content, with the opportunity to gain access into the formal honours degree Programme in Public and Development Management at Stellenbosch University.

4. ASSESSMENT CRITERIA AND METHODS

After attending this course, participants should be able to fulfil the following assessment criteria through the indicated methods of assessment:



Assessment criteria:

Each participant must, through the assessments, provide proof that he / she has acquired a satisfactory level of knowledge of the foundational theories and the ability to explain how knowledge of these theories will serve to contextualise, demarcate, enhance or even constrain how the manager functions in a work setting. For purposes of acquiring the certificate, the average of all assessments must be a minimum of 50% and for admission to the honours programme, a minimum of 50% is required together with the other admission requirements as set out in the admission policies of the University.

Assessment methods:

The theory covered will be assessed by means of one three-hour individual closed-book written paper; Class exercises, small group work and / or other forms of smaller assessments relevant for “virtual” students may also contribute a maximum of 20 percent towards final marks.

5. THEMES

The following themes are covered:

Course outline and orientation: Introduction and background; Course objectives and outcomes; Assessment criteria and methods; Themes and facilitators; Schedule; References.

Selected theories of development

Selected applicable theories of political governance

Selected theories and practices of public value generation

Selected theories and practices of public policy management

Selected theories and practices of public management

Selected applicable theories and practices of developmental local governance

Selected applicable theories and practices of municipal management

Selected applicable theories and practices of participatory community governance

Selected applicable theories and practices of governance innovation, strategy and performance based on the principles of Public Value Theory and Design-led Thinking

Service delivery implementation by means of resource and project management

6. SCHEDULE

Please note that the time slots and order of themes may be scheduled in different order for different courses. The assessments are however written on the scheduled times at Kromme Rhee.



Date	08:30 - 10:30		11:00 - 13:00	13:45 - 16:00	Part
08 June 2015	Welcome & Orientation		Development	Development	A
09 June 2015	Participatory Governance		Participatory Governance	Participatory Governance	A
10 June 2015	Public Management		Public Management	Public Management	A
11 June 2015	Municipal Management		Municipal Management	Municipal Management	A
12 June 2015	Developmental LG		Developmental LG	Departure	A
Date	08:30 - 10:30		11:00 - 13:00	13:45 - 16:00	
06 July 2015	Closed Book Invigilated Individual Theory Assessment Development & Public Management		Political Governance Theory	Public Governance Theory	A
07 July 2015	Computer Software Applications		Computer Software Applications	Computer Software Applications	B
08 July 2015	Computer Software Applications		Computer Software Applications	Computer Software Applications	B
09 July 2015	Public Policy		Public Policy	Public Policy	A
10 July 2015	Public Value Theory		Public Value Theory	Departure	A
Date	08:30 - 10:30		11:00 - 13:00	13:45 - 16:00	
03 August 2015	Closed Book Invigilated Individual Public Policy Theory Assessment PART A	Invigilated Individual Computer Software Applications Assessment PART B	Governance innovation, strategy & performance based on Public Value Theory & Creative Design Thinking	Governance innovation, strategy & performance based on Public Value Theory & Creative Design Thinking	A
04 August 2015	Governance innovation, strategy & performance based on Public Value Theory & Creative Design Thinking		Service delivery implementation by means of resource and project management	Service delivery implementation by means of resource and project management	A
05 August 2015	Service delivery implementation by means of resource and project management		Research Methodology & Report Writing	Research Methodology & Report Writing	A
06 August 2015	Research Methodology & Report Writing		Research Methodology & Report Writing	Research Methodology & Report Writing	B
07 August 2015	Research Methodology & Report Writing		Research Methodology & Report Writing Assessment	Departure	B
07 September 2015	Online submission of narrative assignment by 12:00 noon.				A



REFERENCES

Prescribed:

Course readers compiled and provided either in hard copy or electronic format. Stellenbosch: School of Public Leadership.

Supplementary sources:

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Benington, J. and Moore MH (eds). 2011. **Public Value. Theory and Practice**. Houndmills, Basingstoke: Palgrave Macmillan.

Cloete, F; Wissink, H. & De Coning, C. 2006. **Improving Public Policy: From Theory to Practice**. Pretoria: Van Schaik.

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Umeh, OJ. and Andranovich, G. 2005. **Culture, Development, and Public Administration in Africa**. Bloomfield, Connecticut: Kumarian Press.

Van den Bersselaar, D. and Decker, S. 2011. "'No Longer at Ease': Corruption as an Institution in West Africa" in **International Journal of Public Administration**, 34:11, 741-752.

Weaver, JH; Rock, MT. & Kusterer, K. 1997. **Achieving Broad-based Sustainable Development: Governance, Environment, and Growth with Equity**. West Hartford, Connecticut: Kumarian Press.

World Economic Forum (WEF). 2013. "The Africa Competitiveness Report 2013". The World Bank.