

Municipal Middle Management Development Programme

Western Cape Government

Kromme Rhee

2016/17

3-certificate programme consisting of:

Foundational theories for management in a municipality and public department (Part A of MDP NQF Level 7) 20 credits: Contact session: 21 to 25 November 2016

Link for registration: <http://shortcourses.sun.ac.za/application-form.html?offeringid=2ac71073-7bad-e611-80cf-0050568033a6>

Municipal & departmental Workplace Practical Computer, Research & Writing Skills (Part B of MDP NQF Level 7) 20 credits: 23 to 27 January 2017

Link for registration: <http://apps.sun.ac.za/SCD/ApplicationForm.aspx?offeringid=c590e091-c3e2-e611-99f0-0050568000ff>

Management applications for a municipality and public department (Part C of MDP NQF Level 7) 20 credits: 27 February – 03 March 2017

Link for registration: <http://shortcourses.sun.ac.za/application-form.html?offeringid=2ed3e2b6-8ce3-e611-99f0-0050568000ff>



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 Middle Management Development Programme consisting of three modules, with three short course certificates of 20 credits each on NQF Level 7).

TITLE OF THE COURSE

Municipal Middle Management Development Programme:

Module 1: Foundational theories for management in a municipality and public department (Part A of MDP NQF Level 7) 20 credits

Module 2: Municipal & departmental Workplace Practical Computer, Research & Writing Skills (Part B of MDP NQF Level 7) 20 credits

Module 3: Management applications for a municipality and public department (Part C of MDP NQF Level 7) 20 credits

2. COURSE OBJECTIVES AND OUTCOMES

The overarching objective is to equip middle managers with knowledge and skills to enhance management capacity within the specific workplaces with its own unique challenges.

Module 1 (Part A):

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

- Individually proven knowledge of the foundational theories of development, administrative law, public policy making and public management.
- 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.
- Diagonal access – together with Part B of MDP NQF Level 7 – into the Honours Degree Programme in Public and Development Management at Stellenbosch University for participants who are in possession



of tertiary qualifications other than qualifications with NQF Level 7 Public Management / Public Administration content (admission conditions apply).

- Diagonal access and assessment of recognition of prior learning – Together with Part B and C of MDP NQF Level 7) - into the Honours Degree Programme in Public and Development Management at Stellenbosch University for participants who are in possession of NQF Level 6 tertiary qualifications (admission and RPL conditions apply) .

Module 2 (Part B):

Objective & Outcomes: The objective is to equip participants with workplace practical computer, research and writing skills and the ability to apply it in a work setting. The intended outcomes are:

- Individually proven ability to use relevant word-processing, spreadsheet applications and presentation applications.
- Individually proven ability to apply relevant research methodologies and writing guidelines to given problem situations in need of finding solutions.
- The individual ability to apply practical computer, research and writing skills in the workplace and to appropriately communicate problems, problem analysis and solution finding processes to stakeholders.
- Diagonal access – together with Part A of MDP NQF Level 7 – into the Honours Degree Programme in Public and Development Management at Stellenbosch University for participants who are in possession of tertiary qualifications other than qualifications with NQF Level 7 Public Management / Public Administration content (admission conditions apply).
- Diagonal access and assessment of recognition of prior learning – Together with Part A and C of MDP NQF Level 7) - into the Honours Degree Programme in Public and Development Management at Stellenbosch University for participants who are in possession of NQF Level 6 tertiary qualifications (admission and RPL conditions apply) .

Module 3 (Part C):

Objective and outcomes: The objective is to equip participants with the competence to use management applications for strategic planning; resource planning; programme and project implementation; monitoring and evaluation in the contemporary management paradigm and sector-specific approaches in the advanced proficiency level as set out in “Local Government Senior Management Competence”, Annexure B to Department of Cooperative Governance (2013), “Local Government: Regulations on appointment and conditions of employment of senior managers” as well as equivalent public sector Senior Management Services competencies. Outcomes are:

- Proven individual knowledge of the contemporary management paradigm and sector-specific approaches
- Proven individual ability to plan strategically in order to derive action from policy intentions;
- Proven individual ability to plan to obtain resources (budget) and know the sources to do so (taxes, charges, tariffs and levies);
- Proven ability to design and implement programmes and projects of action;
- Proven ability to monitor and evaluate regularity, delivery and results;
- Diagonal access and assessment of recognition of prior learning – Together with Part A and B of MDP NQF Level 7) - into the Honours Degree Programme in Public and Development Management at Stellenbosch University for participants who are in possession of NQF Level 6 tertiary qualifications (admission and RPL conditions apply) .



3. ASSESSMENT CRITERIA AND METHODS

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

Module 1 (Part A): 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.

Module 2 (Part B): Assessment Criteria: Each participant must, through the assessments, provide proof that he / she has acquired a satisfactory level of practical competence in the workplace applications and the ability to explain how these competencies will enhance the work of the manager 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: Computer applications as well as research and writing applications will each be assessed by means of a one hour individual paper. In the case of computer skills it will be open book practical and for research methodology and writing skills closed book.

Module 3 (Part C): Assessment criteria: Each participant must, through the assessments, provide proof that he / she has acquired a satisfactory level of knowledge of the management applications and the ability to apply that 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 applications covered will be assessed by means of a workplace-applied narrative take-home assignment of approximately 3000 words, adhering to requirements for academic writing.

Select a work related challenge and describe how you will apply the principles explored in Module 3 for enhanced decision-making and implementation. Your approach may be broad, i.e. covering all the principles, or more in-depth, i.e. more in depth focus on a selection of principles explored. The paper should be properly structured. The correct use of research and writing applications is a requirement and will also be assessed.

Class exercises, small group work and / or other forms of smaller assessments relevant for specific programmes may also contribute a maximum of 10 percent towards final marks.



SCHEDULES

Module 1: 21 – 25 November 2016

	Early morning (08:30 – 10:30)	Mid-morning (11:00 – 13:00)	Afternoon (13:45 – 16:00)
Monday	Welcome & orientation Development	Development	Development
Tuesday	Administrative Law	Administrative Law	Administrative Law
Wednesday	Public Policy	Public Policy	Public Policy
Thursday	Public Management	Public Management	Public Management
Friday	Small Group Exercise	Small Group Exercise	Departure

Module 2: 23 – 27 January 2017

	Early morning (08:30 – 10:30)	Mid-morning (11:00 – 13:00)	Afternoon (13:45 – 16:00)
Monday	Module 1 Examination	Computer Skills	Computer Skills
Tuesday	Computer Skills	Computer Skills	Computer Skills
Wednesday	Computer Skills Exam	Research Methodology	Research Methodology
Thursday	Research Methodology	Research Methodology	Research Methodology
Friday	Research Methodology	Research Methodology	Departure

Module 3: 27 February – 03 March 2017

	Early morning (08:30 – 10:30)	Mid-morning (11:00 – 13:00)	Afternoon (13:45 – 16:00)
Monday	Module 2 Research Exam	Contemporary Public Governance & Management Paradigm: Public Value & Network Community Governance	
Tuesday	Strategic Planning to Derive Action from Policy Directives		
Wednesday	Design and Implement Programmes and Projects of Action		
Thursday	Obtain Resources (budget) from Available Sources		
Friday	Monitor and Evaluate Regularity, Delivery and Results		Departure

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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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.

Walkenbach, J. 2010. *Excel 2010 Formulas.* New Jersey: Wiley Publishing, Inc.

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

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