CENTRAL UNIVERSITY OF TECHNOLOGY, FREE STATE

SCHOOL OF GOVERNMENT MANAGEMENT

PROGRAMME: PUBLIC MANAGEMENT

MODULES: OUTCOMES, LEARNING OBJECTIVES AND SYLLABI

Exit level:

1. **NATIONAL DIPLOMA: PUBLIC MANAGEMENT NQF LEVEL 6 -**

3 years

2. **B.TECH: PUBLIC MANAGEMENT – NQF LEVEL 7 - 1 year**

1. NATIONAL DIPLOMA: PUBLIC MANAGEMENT

1.1 PUBLIC RESOURCE MANAGEMENT I (PEM11AB)

A: Outcome:

A1. Maintain internal control in the handling of cash and provisioning of stock within budgetary allocations.

B: Learning Objective	C: Syllabus
Manage cash and physical resources	• Introduction to public financial resources • Introduction to basic financial management • Introduction to control mechanisms • Introduction to provisioning administration and logistics • Relevant Treasury regulations • Provisioning Admin. Procedures • Asset management

1.2 PUBLIC OFFICE MANAGEMENT I (POM11AB)

A: Outcome:

A1 Perform routine administrative tasks to ensure the smooth operation of the institution

B: Learning Objective	C: Syllabus
Perform routine administrative tasks	- Asset management - Office instructions and reporting - Filing and archiving – physical and electronic - Security measures - Filing and archiving

1.3 PUBLIC INFORMATION SERVICES I (PTS11AB)

A: Outcome:

A1 Be able to use Microsoft Office Word and excel

B: Learning Objectives	C: Syllabus
To be able to use a PC, and to work effectively on Microsoft Office Word and Microsoft Office Excel	- Basic computer training - Introduction to basic computer training - Microsoft Office Word - Microsoft Office Excel
Knowledge how to use a computer and how to use Microsoft Word and Microsoft Excell	

1.4 PUBLIC SERVICE DELIVERY I (PSD12AB)

A: Outcome:

A1 Communicate with internal and external clients according to appropriate normative principles of service delivery.

B: Learning Objective	C: Syllabus
Apply the principles of service delivery in an ethical manner to ensure a high level of professionalism in the public service	- Ethical foundations. - Values, norms and values - Statutory framework - Manifestations of unethical conduct - Remedies and mechanisms to ensure ethical conduct - Development imperatives (Poverty,

	HIV/Aids awareness, unemployment, basic service delivery)
	• Disciplinary actions and sanctions
	• Organizational methods
	• Legislative policy framework
	• Frontline management principles
	• Public integrity and professionalism
	• Introduction to Development Management (Principles, SA context for service delivery, demographics, accessibility to services).

1.5 PUBLIC DECISION-MAKING I (PDM12AB)

A: Outcomes:

A1   Follow procedures and instructions ethically according to the operational policy.

A2   Identify elementary problems and facilitate the solving thereof creatively to ensure optimal and accessible service delivery.

A1

B: Learning Objectives	C: Syllabus
Implement decisions according to the operational plan in order to give effect to the execution of operational policies	• Legislation. • Introduction to policy deter-mination. • Operational policy implementation.
Provide input to the next decision-making level	• Basic research techniques. • Basic environmental scanning skills. • Situational and stakeholder analysis. • Prioritisation • Implementation of policy projects.

A2

B: Learning Objective	C: Syllabus
Solve basic operational problems relating to service delivery by following standard procedures in order to achieve operational objectives.	• Problem solving • Method and operational procedures • Basic negotiation skills • Elementary conflict resolution skills

1.6 SELF MANAGEMENT I (SLM12AB)

A: Outcome:

A1 Manage individual time through the application of time management principles in order to effect the timeous delivery of services.

B: Learning Objective	C: Syllabus
Manage individual time through the application of time management principles in order to effect the timeous delivery of services	- Time management techniques - Organising - Basic training - Answerability and accountability - Principles of enhancing effectiveness and efficiency

1.7 PUBLIC FINANCIAL MANAGEMENT II (PFM21AB)

A: Outcomes:

A1 Ensure the application of internal controls by verifying the correctness of purchasing documents.
A2 Control expenditure according to budget allocations to provide accountable auditing information.

A1

B: Learning Objectives	C: Syllabus
Interpret and solve audit queries and be able to report on financial issues to ensure compliance with financial regulations and procedures. Verify and approve the purchasing of goods and services in accordance with the tendering and provisioning administration procedures and requirements to promote accountability and answerability.	- Auditing process - Report writing - Financial misconduct and control - Management of purchasing process - Record keeping and asset control
Manage and control stock effectively to ensure the availability and effective use of stock/inventory.	- Stock management - Stock taking - Auctioning and disposal - Damage and loss control - Financial misconduct and control

A2

B: Learning Objective	C: Syllabus
Collect and supply budgetary data and spend money according to budgetary allocations to assist in effective and efficient financial management.	- Policy requirements - Expenditure control and management - Data collection techniques

1.8 PUBLIC HUMAN RESOURCE MANAGEMENT II (PHR21AB)

A: Outcomes:

A1 Provide and maintain human resource information by utilizing the appropriate HR information systems
A2 Supervise staff to ensure a coherent team
A3 Appraise and improve performance of staff according to the performance management system

A1

B: Learning Objectives	C: Syllabus
Interpret and understand the integrated HR practices	• White Paper on HRM as amended • HR recruitment policies • Public Service Regulation • Employment Equity • Skills Dev. Act
Develop and maintain an internal HR database	• Data collection • Data analysis • Computer literacy • Basic statistics
Interpret recruitment policies	• HR recruitment policies • Employment Equity
Receive and grade applications, short list and correspondence	• Handling advertisements & correspondence • Processing applications

A2

B: Learning Objectives	C: Syllabus
Identify developmental needs	• Mentorship • Coaching • Demonstration techniques • Induction and orientation • Experiential learning
Understand and follow leadership and motivation	• Leadership models • Motivational models • Communication
Understand and align to change	• Diversity awareness • Change management
Understanding of sound labour practices	• Compile training programmes • Assist in induction and orientation training programmes

A3

B:Learning Objectives	C: Syllabus
Interpret and evaluate performance appraisal systems	• Rating & Grading systems • Performance Management
Develop sound performance appraisal systems	• Supervision principles and functions. • Statutory framework (White paper on HRM, Public Service Regs, merit reports, Staff code, Skills Development, AA, EE
Appraise staff under his/her supervision	• Institutional HR processes

1.9 PUBLIC INFORMATION PRACTICES II (PIP21AB)

A: Outcomes:

A1   Use information technology to provide information to stakeholders
A2   To use Microsoft PowerPoint and Microsoft Office Project

B: Learning Objective	C: Syllabus
Use Microsoft Office PowerPoint and Microsoft Office Project effectively	• Microsoft Office PowerPoint • Microsoft Office Project

1.10 PROJECT MANAGEMENT II (POB22AB)

A: Outcomes:

A1   Organise and implement projects according to operational policies
A2   Monitor operational policies to improve the formulation and implementation thereof

A1

B: Learning Objective	C: Syllabus
Design and manage the implementation of policy projects by effectively organizing and utilizing institutional resources to attain operational objectives	• Policy problem identification and structuring • Legislative framework • Policy objective setting • Comparative analysis of policy implementation strategies • Implementation strategy selection • Policy implementation assessment • Policy implementation assessment and review • Organizational theory and principles • Project management theory and principles

A2

B: Learning Objective	C: Syllabus
Manage and assess the implementation of operational policies	• Policy implementation principles and process

according to project management principles to ensure the effective functioning of the institution	• Policy Project Management principles and strategies • Procedural arrangements

1.11   PROCUREMENT AND LOGISTICS MANAGEMENT II (PLM2AB)

A: Outcome:

A1   Manage logistics and supply chain management to ensure effective utilization and maintenance of assets and resources

B: Learning Objective	C: Syllabus
To manage supply chain management, departmental housing facilities and accommodation, departmental vehicles and other assets and resources to provide a support service to clients	• Supply Chain management • Facilities Management • Fleet/Transport Management • Physical resource management

1.12   FUNDAMENTALS OF RESEARCH III (FOR22AB)

A: Outcome:

A1   Conduct basic research to address relevant needs in the policy process

B: Learning Objective	C: Syllabus
Conduct basic research to address institutional and societal needs	• Report writing • Research methodology and design • Independent and project research • Relevant policy documents

1.13   PUBLIC FINANCIAL AND PROCUREMENT MANAGEMENT III (PHR31AB)

A: Outcomes:

A1   Manage and access sources of revenue to deliver an effective public service and ensure accountability

A2   Compile and execute budgets in accordance with the business plans to achieve the objectives of the institution in an effective, efficient and economical manner

A3   Implement and improve internal control measures to ensure accountable financial management

A4   Maintain an effective procurement system within the policy framework of provisioning administration

A1 en A2

B: Learning Objectives	C: Syllabus
Manage the budget process by: • Compiling estimates • Control cash flow • Determining departmental priorities • Determining and measuring performance • Identifying and utilizing other resources of revenue	• Budgeting process (Strategic and business plan) • Sources of revenue • Analyse financial statements • Compile cash flow statements • Budget control and procedures • Ethical foundations of finance • Performance measurement and reporting • Equitable division of budget allocations (priorities)

A3

B: Learning Objective	C: Syllabus
• Implement and maintain internal control system to ensure accountability	• Implementation of internal control system • Maintain and update internal control system • Evaluate internal control system (internal auditors)

A4

B: Learning Objectives	C: Syllabus
Apply tendering and purchasing procedures to ensure the effective spending of budget allocations	• Tender procedures • Provisioning administration and purchasing procedures
Manage stock and assets to optimally utilize resources	• Stock management • Management of assets (strategic physical assets management plan)

1.14 PUBLIC HUMAN RESOURCES MANAGEMENT III (PHR31AB)

A: Outcomes:

A1 Manage Human Resource responsibilities and functions to ensure operational effectiveness

A2 Implement and maintain performance management systems to achieve predetermined objectives

A3 Identify education, training and developmental needs and facilitate staff development according to the relevant regulatory framework

A1

B: Learning Objectives	C: Syllabus
Effective identify the needs for posts	• Organizational strategy • Job analysis • Environmental scanning • Job description • Post and person specification
Plan for human resource needs within the constraints of institutional context	• HR planning • Skill audit • Environment/context
Recruit and select suitable personnel within an institutional or organizational context	• Advertise • Job analysis • Letters of appointment (include regret letters) • Design selection criteria • Short listing • Selection panel • Interviewing • Psychometric tests • Nomination (appointment) • Obtain approval • Letters of appointment • Fair Labour practice

A2

B: Learning Objectives	C: Syllabus
Implement performance management systems within the institutional context Maintain performance management systems within the institution	• Normative principles of system • Standard setting for individuals • Monitor performance • Address deviations to set standards • Full assessment of performance • Motivation and reward • Evaluate and adjust • Control achievement of objectives • Assess staff performance • Performance management systems • Labour relations

A3

B: Learning Objectives	C: Syllabus

Interpret and analyse training policies	• SAQA Act • Skills Dev. Act • White Paper on HRM • Public Service Training
Identify and analyse training needs and develop training programmes in the work context	• Needs Analysis • Organizational strategies • Team development • Development of training programmes • Experiential learning
Evaluate and adjust training programmes	• Identify training areas • Initiate team building sessions
Facilitate staff development	• Development of training • Train staff • Motivate staff • Staff development • Career management • Training programme development • Training material development

1.15 MANAGEMENT OF INFORMATION III (MOI31AB)

A: Outcomes:

A1   Implement sound communication principles to ensure effective and efficient institutional management.

A2   Manage information for managerial and administrative purposes

A3   Manage and utilize information systems for service delivery

A1

B: Learning Objectives	C: Syllabus
Plan, organize, participate in and chair meetings	• Listening skills/reading skills • Meeting procedures and documentation
Disseminate minutes to relevant stakeholders	• Use of technology • Formats of minutes • Networking

A2

B: Learning Objective	C: Syllabus
Assimilate and disseminate information for managerial and administrative purposes	• Planning information input and output • IT support systems • Information needs analysis • Write reports using word processing skills • Interpretation and feedback of relevant data • The need to feedback suggestions • Implementation techniques for feedback

A3

B: Learning Objective	C: Syllabus
Effectively select and utilize appropriate technology using management information systems to ensure optimal service delivery	• Selecting appropriate technology • Management Information Systems • Ethics • Statistical interpretation • Service delivery mechanisms

1.16 INTERSECTORAL COLLABORATION III (INC32AB)

A: Outcomes:

A1 Negotiate with internal and external stakeholders to establish sound relations

A2 Maintain and enhance inter, intra and extra governmental relations to ensure inter sectoral collaboration

A1

B: Learning Objective	C: Syllabus
Negotiate efficiently, effectively and successfully in maintaining internal and external relations	• Negotiate with unions, clients and staff (art of negotiations) • Obtain and disseminate information • Negotiation and conflict resolution techniques • Persuasive interpersonal communication skills • Maintain a neutral composure • Maintaining, co-ordinating and managing stakeholder relationships • Strategic thinking skills • Problem solving techniques • Ability to identify and distinguish between internal and external stakeholders • Labour Relations Act and other statutory requirements

A2

B: Learning Objective	C: Syllabus
Maintain relations internally and externally in ensuring sound collaboration	• Co-ordinate information • Interpret and analyse information • Negotiate and resolve conflict • Record and distribute findings in the form of a report • Basic understanding of government structures, policies and legislation (including relevant legal principles) • Disaster Management role-players and interaction/co-ordination of all types of disaster and agencies.

1.17 POLICY STUDIES III (PCS32AB)

A: Outcomes:

A1 Manage the implementation of policies and procedures in order to achieve departmental objectives

A2 Formulate policies and develop procedures in order to set clear objectives on administrative and operational level

A3 Monitor and evaluate administrative policies and procedures to ensure effective service delivery

A1

B: Learning Objective	C: Syllabus
Identify and utilize appropriate management tools in order to achieve departmental objectives	• Management tools, applications, techniques and functions • Policy objectives • Departmental objectives • Departmental regulations and procedures

A2

B: Learning Objectives	B: Syllabus
Plan the policy content process by taking cognizance of the context & alternatives that can be followed to address policy needs	• Multi-dimensional problem identification and structuring • Setting policy objectives and standards • Decision-making
Formulate administrative and operational policies and procedures to address institutional and societal needs	• Ethical and statutory context • Planning process • Policy formulation process • Departmental regulations

A3

Learning Objective	Syllabus
Evaluate the outcomes and impact of policy programmes to ensure that the planned objectives have been met	• Programme impact indications • Scoping (assessment objectives: levels of assessment; budgets; time frames) • Assessment models • Principles of evaluation and monitoring • Policy analysis • Principles of evaluation & monitoring • Management principles

1.18 PROGRAMME MANAGEMENT III (PGB32AB)

A: Outcomes:

A1   Manage projects to ensure optimal utilization of scarce resources
A2   Implement administrative policies and procedures to ensure that institutional objectives are met

A1

B: Learning Objective	C: Syllabus
Plan, implement and evaluate projects through effective and efficient utilization of available resources	• Needs analysis or commissioned project • Registration of a project • The principles of project management • Project management cycle, and tools. • Policy analysis • Presentation skills • Persuasive ability to sell projects and win project bids • Project management for socio-economic development – disaster management and HIV/Aids.

A2

B: Learning Objective	C: Syllabus
Manage the design and implementation of policy programmes to address institutional and societal needs through the application of management tools and techniques	• Policy Programme options • Selection of policy programmes • Policy Programme Management • Project Management • Monitoring • Control • Management principles

1.19   EXPERIENTIAL LEARNING III (PMP32AB)

Students have to submit a portfolio that consist of two assignments (Research projects). A mark will be allocated for the portfolio. Students are requested to apply for experiential training/work integrated learning during the June/July and/or December holidays.   However experiential training/work integrated learning is not compulsory at this stage. The reason for this is that the Public Sector institutions in the Free State cannot take in large amount of students. Service Learning is attached to this module, all students have to participate in the service learning activity.

2.   B.TECH: PUBLIC MANAGEMENT SYLLABI

2.1   STRATEGIC PUBLIC MANAGEMENT IV (SUM42AB)

A: Outcomes:

A1   Initiate and transform institutional strategies into operational plans to ensure service excellence

A2   Analyse the macro- and intermediate environment to assess the impact on institutional operations

A3   Strategically manage the structures, functions and resources of the institution to ensure quality service delivery.

A1

B: Learning Objective	C: Syllabus
Apply strategic managerial principles and techniques	• Formulate mission and vision • Identify key performance areas • Formulate strategic goals and objectives • Develop tactical and operational plans

A2

B: Learning Objective	C: Syllabus
Analyse and interpret macro, intermediate and micro environments critically	• Environmental scanning of relevant environments • Analysing of information

A3

B: Learning Objectives	C: Syllabus
Identify limited public resources for gain access to it	• Develop strategic management functions and skills • Develop analytical problem solving techniques
Assess available resources for optimal utilization	• Project management • Determining milestones • Bench-marking • Resource management • Project Management
Manage the effective utilization of institutional resources	

2.2 STRATEGIC PUBLIC HUMAN RESOURCE MANAGEMENT IV (PHR41AB)

A: Outcomes:

A1 Manage conflict by following appropriate mechanisms and procedures

A2 Participate in and facilitate labour negotiations in bargaining chambers to ensure a content workforce

A3 Create an enabling environment based on appropriate management practices to maintain sound labour relations

A1

B: Learning Objectives	C: Syllabus
Identify the applicable legislation impacting on Labour Relations in the workplace	• Appropriate legislation • Talent Management • Strategic Public Human Resource Management • Strategic Public Human Resource Planning • Conflict management • Change management • Risk management • Public Relations • Flexi-management techniques • Managing diversity • Information management • Project & Strategic management • Transformation • Diversity management
Identify, manage and resolve work-related issues which could lead to conflict	
Identify and apply various managerial techniques and implement where necessary	

A2

B: Learning Objectives	C: Syllabus
Determine and analyse roles of stakeholders	• Salary negotiations • Collective Bargaining • Employer/Employee relations • CCMA • Bargaining chambers
Understand and evaluate negotiation techniques	• Skills w.r.t. interpreting and analysing information • Meeting procedures • Negotiation techniques
Be able to develop an effective Management Information System (MIS)	• Skills w.r.t. interpreting & analysing information • Recording • Retrieving • Disseminating • Storing information • Meeting procedures

A3

B: Learning Objectives	C: Syllabus
Communicate both formally and informally within the organizational context	• Informal and formal communication
Implement and monitor code of conduct and grievance procedures within the organizational context	• Codes of Conduct • Grievance procedure • Feedback procedures

A4

B: Learning Objectives	C: Syllabus
Apply the rules of interpretation within the regulatory framework	• Interpretation of statutes • Relevant legislation
Interpret and implement labour relations legislation	• LRA observation techniques • Disciplinary hearings

2.3 PUBLIC ACCOUNTABILITY IV (PAC41AB)

A: Outcomes:

A1 Manage financial resources to minimize risk and ensure accountability

A2 Compile and analyse budget information in terms of the short-, medium- and long term expenditure framework (MTEF) to ensure optimal utilization of financial resources

A3 Provide input for the compilation of annual financial statements and performance reports according to prescribed guidelines

A1

B: Learning Objectives	C: Syllabus
Evaluate internal control measures in conjunction with the internal auditors based on the risk management system to ensure effective and efficient internal control measures	• Policy requirements • Internal control design • Internal control evaluation • Internal audit involvement and liaison • Risk management and cost management techniques
Design and implement internal control measures in conjunction with the internal auditors based on the risk management system to ensure effective and efficient internal control measures	

A2

B: Learning Objectives	C: Syllabus
Consolidate estimates based on the Medium Term Budget Policy Framework to ensure effective financial management	• Financial planning based on Medium Term Expenditure Framework
Analyse budgets based on the Medium Term Budget Policy Framework to ensure effective financial management	• Budget integration
Determine performance measurements based on the Medium Term Budget Policy Framework to ensure effective financial management	• Budget analysis

A3

B:Learning Objective	C: Syllabus
Compile financial and performance reports based on the analysis of financial statements to demonstrate accountability	• Financial report writing • Financial policy for reporting • Financial statement analysis • Financial statement compilation • Performance reporting

2.4 GOVERNMENTAL RELATIONS IV (GVR42AB)

A: Outcome:

A1 Establish and maintain inter-, intra- and extra-governmental relations to ensure inter-sectoral collaborations

Learning Objectives	Syllabus
Identify and interpret relevant legislation, policies and other official documents	• Understanding of governmental structures and policies • Comparative international principles
Identify relevant institutional, national and international role players	• Understanding the legislative framework

Establish relationships with all role players	• Public private partnerships
	• Globilisation and regionalization
	• Networking (types, impact, improvement, advantages and disadvantages)
Maintain inter-, intra- and extra-governmental relations to ensure effective collaborations	• Public/private partnerships
	• Disaster Management principles and theory

2.5 PUBLIC POLICY MANAGEMENT IV (PPM41AB)

A: Outcomes:

A1 Analyse and evaluate executive policies to improve the formulation & implementation thereof

A2 Formulate executive policies to ensure the implementation of government policies

A3 Direct and control the implementation of government and executive policies to effect set objectives

A1

B: Learning Objectives	C: Syllabus
Analyse executive & departmental policies to ensure needs are continually addressed	• Policy analysis (Principles, process, methodology and techniques)
	• Stakeholder analysis
	• Organizational arrangements
	• Impact studies
Evaluate executive & departmental policies to ensure that needs are continually addressed	• Policy evaluation (Principles, process, methodology and techniques)
	• Feasibility studies

A2

B: Learning Objectives	C: Syllabus
Formulate executive policies to ensure that government objectives are met	• Environmental scanning
	• Policy formulation process
	• Policy proposal format
	• Stakeholder identification and participation

Provide input to national policies based on the evaluation of existing policies to ensure that policy needs are continually addressed	• Research • Procedural arrangements, inter alia lines of authority, channels of communication • Drafting and submission of proposals

A3

B: Learning Objective	C: Syllabus
Utilise control mechanisms to ensure that government and executive policy objectives are met	• Programme and project management • Control systems • Control principles

2.6 RESEARCH AND INFORMATION MANAGEMENT IV (RIM42AB)

A: Outcomes:
A1 Conduct institutional research to evaluate policy alternatives
A2 Communicate management information to managerial and legislative levels to ensure accountability

A1

B: Learning Objectives	C: Syllabus
Identify institutional related research projects to proactively address current and future challenges	• Environmental scanning • Scenario building • Impact studies • Feasibility studies • Needs analysis • Audits • Research principles and techniques

B: Learning Objective	C: Syllabus
Design and conduct institutional related research projects to meet institutional and societal needs	• Environmental scanning • Scenario building • Impact studies • Feasibility studies • Needs analysis • Audits • Research principles and techniques • Research methodology • Problem statements • Research designs • Project Management

A2

B: Learning Objective	C: Syllabus
Compile and present reports for the effective control of functions	• Produce progress reports on goals • Produce management information • Produce review reports • Presentations