

SCHOOL OF PUBLIC MANAGEMENT, GOVERNANCE AND PUBLIC POLICY

CBE.53 ma (public management and governance) coursework
NQF LEVEL: 9

(M1AP1Q)
NUMBER OF CREDITS: 180

PURPOSE

The purpose of this qualification is to provide students with specialised knowledge and insights into the nature of policy formulation, implementation and evaluation as a higher order management function and the nature of African governance, as instruments to improve developmental policy service delivery outcomes and good governance in practice. The programme therefore also provides students with the necessary intellectual and practical tools and skills to efficiently and effectively improve these outcomes.

RULES OF ACCESS

- For Stream A, Stream B and Stream C: A potential student should be in possession of an appropriate degree or RPL recognition for the degree AND a minimum average of 65% for a Bachelor's Honours in Public Management and Governance or Public Administration, with a minimum level of competency on NQF LEVEL 8. Appropriate administrative and managerial work exposure of three years, preferably in the public sector, as deemed adequate and appropriate by the Director of the School of Public Management and Governance and Public Policy (SPMGP). A selection process will be followed (not offered in 2019).
- For Stream D: A potential student should be in possession of an appropriate three year degree or RPL recognition for the degree AND a minimum average of 65% for the Postgraduate Diploma in Public Policy and African Studies with the minimum level of competency on NQF LEVEL 8. Appropriate political policy, administrative and managerial work exposure of three years in the public sector as deemed adequate and appropriate by the Director of the SPMGP. A selection process will be followed. Permission can be obtained from the Director of the SPMGP to enrol for a module in Stream A, B or C.

FULL-TIME CURRICULUM / PART-TIME CURRICULUM

The coursework Master's qualification comprises of one compulsory (a Research Methodology module) and three elective modules to be completed as well as a compulsory minor dissertation. The modules comprise of 20 credits each (per stream). The compulsory minor dissertation is in the form of a research project that comprises of 90 credits. Full-time students are allowed a maximum of two years to complete the full study programme and part-time students three years. Not all streams or modules may be presented each year.

The offering of modules will depend on the availability of lecturing staff.

FIRST YEAR		
FIRST OR SECOND SEMESTER		
ONE OF THE FOLLOWING SETS OF MODULES (STUDENTS MAY ONLY SELECT A MAXIMUM OF THREE MODULES PER STREAM)		
MODULE NAME	MODULE CODE	NQF CREDITS
STREAM A: SUSTAINABLE AFRICAN GOVERNANCE (Not offered in 2019)		
Africa And Sustainability: Governance Frameworks And Applications	PMG9X18	20
Good Governance And Sustainable Development In Africa	PMG9X12	20
Local Governance: Leading Sustainable Communities	PMG9X19	20
Towards A Green Economy: The African Experiment	PMG9X20	20
STREAM B: MUNICIPAL AND GOVERNANCE (Not offered in 2019)		
Advanced Municipal Financial Management	PMG9X11	20
Advanced Municipal Project Management And Performance Appraisal	PMG9X09	20
Public Sector Risk Management	PMG9X16	20
STREAM C: PUBLIC POLICY EVALUATION STREAM (Not offered in 2019)		

Policy Evaluation Theories, Models, Systems And Processes	PMG9X08	20			
Public Policy Indicator Development And Application	PMG9X10	20			
Technology Integrated Public Policy Management	PMG9X06	20			
	3 Semester modules	60 Credits			
STREAM D: ADVANCED AFRICAN STUDIES					
FIRST YEAR					
FIRST SEMESTER			SECOND SEMESTER		
MODULE NAME	MODULE CODE	NQF CREDITS	MODULE NAME	MODULE CODE	NQF CREDITS
African Development and Governance	PMG9X22	20	African Leadership	PMG9X23	20
Governance Theory And Research Methodology	PMG9X21	30	Capita Selecta: Contemporary Governance Issues on the African Continent	PMG9X24	20
	2 Semester Modules	50 Credits		2 Semester Modules	40 Credits

SECOND YEAR					
SEMESTER MODULES					
FIRST SEMESTER			SECOND SEMESTER		
MODULE NAME	MODULE CODE	NQF CREDITS	MODULE NAME	MODULE CODE	NQF CREDITS
Minor Dissertation: Public Management And Governance	PMG9X01	90	Minor Dissertation: Public Management And Governance	PMG9X02	90
	1 Semester module	90 Credits		1 Semester module	90 Credits

RESEARCH TIME: 50%

AFRICA AND SUSTAINABILITY: GOVERNANCE FRAMEWORKS AND APPLICATIONS
NQF LEVEL 9

MODULE CODE: PMG9X18
NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE

The purpose of this module is to contextualise the core government frameworks and applications to address sustainable development issues. Focus is placed on governments' role in minimizing impact on the planet and maximizing positive interventions by highlighting core African and global initiatives taken in this regard. The module further unpacks the chronicles of development thought and explains the principles of sustainable development within a 'limits-to-growth' perspective, and finally explores core variables impacting on sustainable development.

SPECIFIC OUTCOMES:

- comprehensively analyse core sustainability challenges

- assess governments' role in minimizing impact on the planet and maximising positive interventions
- identify and briefly unpack the key sustainability initiatives on a global and continental scale
- assess core theories regarding sustainable development
- identify core variables and dimensions influencing sustainability and suggest appropriate strategies to deal with them

**GOOD GOVERNANCE AND SUSTAINABLE DEVELOPMENT
IN AFRICA
NQF LEVEL 9**

**MODULE CODE: PMG9X12
NQF CREDITS: 20**

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark weight – 50%
Examination Mark weight – 50%

PURPOSE:

This module provides students with an insight into how to conceptualise, design and implement a public sector sustainable development management framework for both the South African and African context to support development projects in a successful manner. The module will enable a student to promote the process of development by designing and implementing a conceptual framework for sustainable development. It will enable the learner to consider development policy as a process, covering the planning of an intervention and the tools for the design and management of development projects.

SPECIFIC OUTCOMES:

- conceptualise development framework models, their objectives and boundary conditions in relation to the public sector
- design a public sector development management framework
- implement a public sector development management framework
- demonstrate an understanding of the context and environment within which policy development takes place, including the relationships among policy adviser, decision-makers and citizens

**LOCAL GOVERNANCE: LEADING SUSTAINABLE COMMUNITIES
NQF LEVEL 9**

**MODULE CODE: PMG9X19
NQF CREDITS: 20**

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE:

This module is designed to provide a broad, contextual overview of the significance of leadership in local governance. The content of this module is designed to provide a broad overview of the essential nature of local governance with specific reference to core local government challenges and key approaches and strategies for sustainable development. It is furthermore intended to provide learners with the knowledge, insight and skills to successfully design and apply appropriate leadership interventions to deal with core sustainable development and local governance challenges.

SPECIFIC OUTCOMES:

- conceptualise and contextualise developmental local government with specific reference to the governance of vulnerable communities
- assess the significance of sustaining “glocalism”
- explore the ideas of developmental local governance and sustainable development
- identify and unpack core
- analyse the role of NGOs, CBOs and development agencies in development
- identify core leadership skills required for developmental local government and suggest appropriate leadership interventions and strategies to deal with local governance issues

**TOWARDS A GREEN ECONOMY: THE AFRICAN EXPERIMENT
NQF LEVEL 9**

**MODULE CODE: PMG9X20
NQF CREDITS: 20**

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%
Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE

The purpose of this module is to explore the delicate balance between environmental protection, economic growth and the need to move towards a ‘green’ economy. In this respect the module analyses the critical interface between the environment, the economy and issues of sustainability. It furthermore evaluates the link between the environment and the economic system of a country by assessing the potential impact of development states in economic intervention. Finally, the module considers the advantages and disadvantages associated with alternative energies, and explore the significance of regional cooperation and economic integration on the African continent.

SPECIFIC OUTCOMES:

- Analyse the critical interface between the environment, the economy and issues of sustainability.
- Evaluate the link between the environment and the economic system of a country.

- Comprehensively analyse the concept and context of the green economy.
- Assess the potential of development states in economic interventions.
- Consider the advantages and disadvantages associated with alternative energies.
- Explore the significance of regional cooperation and economic integration on the African continent.

ADVANCED MUNICIPAL FINANCIAL MANAGEMENT
NQF LEVEL 9

MODULE CODE: PMG9X11
NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

This module will enable students to apply financial management processes to interpret and report on financial information affecting the municipal context. It will enable the student to select, measure, recognise, classify and report on financial information taking into account relevant financial reporting standards as well as legislative requirements.

SPECIFIC OUTCOMES:

- select, measure, record, classify and report financial data in accordance with current financial reporting standards,
- prepare and comment on financial reports for different forms of municipal entities,
- apply and comment on statements of generally accepted accounting practices,
- analyse and interpret financial statements for stakeholders.

ADVANCED MUNICIPAL PROJECT MANAGEMENT AND PERFORMANCE APPRAISAL
NQF LEVEL 9

MODULE CODE: PMG9X09
NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

This module provides students with the tools and techniques necessary to apply project management processes and principles to a municipal environment in order to enhance service delivery objectives. This module will enable students to critically analyse municipal structures and align project management processes to these structures such that effective cross-functional processes are executed. The module will enable students to identify project types and nature, and evaluate appropriate structures, methods of processes and check and verify that a project environment is effectively established and evaluated. The module will also enable the student to consolidate project experiences in an integrated way such that performance of the municipal sector is enhanced.

SPECIFIC OUTCOMES:

- critically evaluate the appropriateness of various municipal organisational structures in order to assess how project management processes can be effectively implemented within the structures,
- identify project types and nature and evaluate appropriate project strategies and tactics for municipal context,
- critically analyse appropriate structures, methods and processes for future municipal projects,
- facilitate a project where a project environment is established,
- evaluate and consolidate project experiences in order to update standard structures and processes.

PUBLIC SECTOR RISK MANAGEMENT
NQF LEVEL 9

MODULE CODE: PMG9X16
NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

This module introduces the importance and theoretical concepts that underpin risk management in the public sector with specific reference to the concept of risk, risk management, risk management terminology and risk management practices according to international best practices. It addresses specific issues in line with the international risk management framework in the context of local government risk management; stakeholder communication and consultation; risk assessment which constitutes the overall process of risk identification, risk analysis and risk evaluation; risk responses and the monitoring and control of risk management activities.

SPECIFIC OUTCOMES:

- illustrate an appropriate level of knowledge and understanding of risk management terminology and concepts,
- evaluate the importance of communication and consultation with stakeholders regarding objectives and the uncertainties (risk) that surround these objectives,
- analyse the organisational and departmental strategies in context of the purpose of the organisation,
- propose a risk assessment methodology to identify and document the risk to which the organisation may be exposed,
- design a response to any events that may arise once the risk is being realised,
- develop and motivate a plan to monitor and control the risk management activities.

**POLICY EVALUATION THEORIES, MODELS, SYSTEMS
AND PROCESSES**
NQF LEVEL 9

MODULE CODE: PMG9X08

NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE:

This module provides students with knowledge and skills about what the phenomena of monitoring and evaluation are what their roles are in public management contexts and how to use them as tools to improve public management outcomes.

SPECIFIC OUTCOMES:

- define and explain monitoring and evaluation,
- describe and explain monitoring and evaluation as higher order policy management functions and policy management tools,
- describe and explain the context of monitoring and evaluation in the public sector,
- describe and explain the steps to establishing and institutionalising an outcome-based monitoring and evaluation system,
- describe and explain various approaches and techniques for monitoring and evaluation,
- describe and explain reporting requirements for monitoring and evaluation.

PUBLIC POLICY INDICATOR DEVELOPMENT AND APPLICATION
NQF LEVEL 9

MODULE CODE: PMG9X10

NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

This module provides students with knowledge and skills about the nature and role of public policy indicators as crucial monitoring and evaluation tools, what their roles are in public management evaluations and how to develop and apply such indicators to maximise sustainable development outcomes.

SPECIFIC OUTCOMES:

- describe and explain the role and importance of indicators,
- describe and explain the requirements and characteristics of “good” indicators,
- describe and explain various types and classifications of indicators,
- identify and describe problems with the current indicators used in their environment,
- systematically improve or develop more appropriate indicators for various levels of the programme, project or policy system,
- develop indicators for assessing and measuring sustainable development.

**TECHNOLOGICALLY INTEGRATED PUBLIC
POLICY MANAGEMENT**
NQF LEVEL 9

MODULE CODE: PMG9X06

NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

This module provides students with knowledge and skills about the nature and role of technology as crucial public policy support tool, different types and uses of technology in the public sector, and how to select and apply the most appropriate technological policy support tools to maximise good public governance outcomes.

SPECIFIC OUTCOMES:

- describe and explain the characteristics of policy decision making in the public sector and the factors that influence it,
- describe and explain the role of electronic management information and computer support systems in policy decision-making,
- experience with the use of electronic aids for improved policy decisions through practical assignments,
- select and apply selected electronic aids for facilitating and optimizing public policy decision-making.

AFRICAN LEADERSHIP
NQF LEVEL: 9

(PMG9X23)

NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

The purpose of this module is to provide in-depth knowledge of selected African leadership issues with specific reference to managerial leadership, governance leadership, leadership and service delivery, leading a learning organisation and visionary leadership, transformational leadership, leading change and innovation in a governmental context by exposing students to the critical interface between leadership and socio-economic development.

OUTCOMES

Students should be able to:

- classify and discuss theories, approaches and practices of effective leadership to promote African leadership and good governance in a global governance context;
- apply leadership in a democratic governance dispensation with specific reference to managerial and political leadership to create innovative learning organisations for better service delivery and socio-economic development; and
- apply African leadership to build consensus and manage conflict by reconciling varying points of view within the broader global agenda in general and the African agenda in particular.

AFRICAN DEVELOPMENT AND GOVERNANCE

NQF LEVEL: 9

(PMG9X22)

NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

The purpose of this module is to provide in-depth understanding of critical knowledge of African state development and governance in the global political economy. It includes African regulatory and policy frameworks, strategies, approaches and practices to effectively and efficiently integrate into the global political economy in terms of its structures of production, trade and finance.

OUTCOMES

Students should be able to:

- classify and describe the African developmental and global regulatory and policy frameworks and complexities associated with the improvement of Africa's marginal position to develop in the competitive international economic system in particular and sustainable development agenda in general.
- assess competing development theories and discourse and apply to Africa's contemporary developmental challenges.
- conceptualise and contextualise macro-economic and public investment strategies to promote sustainable development in Africa.
- compare successful global, continental and national development policy approaches and practices of successful developmental African states; and
- explore notions on how to develop Africa's 'comparative advantage' into a 'competitive advantage'.

CAPITA SELECTA: CONTEMPORARY GOVERNANCE – ISSUES ON THE AFRICAN CONTINENT

NQF LEVEL: 9

(PMG9X24)

NQF CREDITS: 20

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%

Examination Mark Weight – 50%

PURPOSE

The purpose of this module is to develop in-depth understanding of contemporary governance issues affecting the African continent. The nature, scope, theories and practices of contemporary African issues can include, inter alia, African diplomacy, African migration, sovereignty, citizenship, violent conflict and peacemaking.

OUTCOMES

Students should be able to:

- discuss the nature, scope, theory, approaches, roles, methods and practices of diplomacy in general and African diplomacy in particular,
OR
- conceptualise and contextualise theoretical approaches and issues related to 'multiculturalism' and 'transnationalism' in a historic, economic and political context,
OR
- discuss the nature and scope of migration in Africa including the theoretical approaches, the role of the state, policy implications and control mechanisms, related to inclusion and exclusion of migrants in terms of obtaining citizenship,
OR
- discuss the nature, scope, discourse analysis, cases and policy options to promote peace and resolve violent conflict in post-colonial Africa to promote sustainable development.

GOVERNANCE THEORY AND RESEARCH METHODOLOGY

NQF LEVEL: 9

(PMG9X21)

NQF CREDITS: 30

CALCULATION CRITERIA

Minimum Full Period Mark for Examination Admission – 40%

Full Period Mark Weight – 50%
Examination Mark Weight – 50%

PURPOSE

The purpose of this module is to provide students with knowledge about what research designs and methodologies are optimal in specific Real-world conditions in the public sector, and how to apply those designs and methodologies in practice.

OUTCOMES

Students should be able to:

- apply the use of programme theories and programme logic in Real-world evaluations,
- apply appropriate Real-world quantitative and qualitative research designs,
- apply appropriate quantitative and qualitative research methods,
- apply mixed methods research approaches, and
- apply optimal evaluation designs and methods for public sector conditions.

MINOR DISSERTATION: PUBLIC MANAGEMENT AND GOVERNANCE (PMG9X01/PMG9X02)
NQF LEVEL: 9 NQF CREDITS: 180

CALCULATION CRITERIA

Full Period Mark weight - 100%

PURPOSE

The purpose of this module is provide students the tools and skills to effectively and independently apply research methodology skills and all the related activities thereto, to prepare a research proposal, minor dissertation and report the results for academic submission.

OUTCOMES

Students should be able to:

- identify an appropriate research problem and goals to study;
- identify an optimal research design and methodology to investigate the problem;
- undertake and complete the research successfully; and
- write the minor-dissertation