

MODULE CONTENT FOR THE MCOMM, MA IN PUBLIC AND DEVELOPMENT MANAGEMENT AND THE MASTER OF PUBLIC ADMINISTRATION

Applied Research Methodology and Writing Skills (180 credits or 90 credits on the option chosen)

Public Management and Development comprises the application of knowledge generated and communicated by applicable social scientific research. This module therefore focuses on the one hand on the conceptual bases, sources, processes and techniques concerning this research and on the other hand on the writing of research reports. The outcomes of this module comprise the mastering of both the methodology and writing skills as well as knowledge of the ethical considerations involved. All students will be expected to attend a research laboratory at the Bellville Park Campus during which a research proposal will be drafted and presented to a panel of experts at a research proposal colloquium.

Integrated Public Management (30 credits)

Integrated public service delivery implies that the public experience the services they use as “seamless”, i.e. free of the duplication and confusing fragmentation typical of many organisations involved in public service delivery. This expectation poses an immense management challenge given the extent of services and the numerous entities responsible for specific functions. This module therefore focuses on the organisational determinants that can enhance integrated service delivery. Included are individual and group behaviour, leadership and organisational culture. The outcomes comprise knowledge about these determinants as well as the skill to enhance integrated public management by means of organisation development, strategic management and leadership development.

Integrated Public Policy Management and Analysis (30 credits)

The information revolution impacts dramatically on the nature of management and for the first time effective integration of the different aspects of management is possible. This development has particularly positive implications for better policy processes, decisions, outputs and outcomes in the public sector. In this module attention is given to the systematic application of various policy support technologies for maximising results. There is a specific focus on the utilisation of technological aids for better problem identification, option comparison and policy evaluation. The outcomes of this module comprise the mastering of applicable techniques and computer applications.

Monitoring and Evaluation (30 credits)

Increasing demands from citizens, civil society, private sector, politicians and government for accountability and evidence on the success of public policies, programmes and projects necessitate the development of monitoring and evaluation (M&E) systems to assess the outcomes of governance efforts and ultimately improve public sector performance. This module focuses on monitoring and evaluation as higher order strategic policy, programme and project management functions. Specifically, the module covers the theoretical approaches to M&E, institutionalisation of M&E in the public sector, indicator frameworks, M&E research design and methodologies and M&E report assessment and utilisation. The outcome of the module is mastering the processes and skills required for outcomes-based public sector monitoring and evaluation.

Public Management Law (30 credits)

Any modern society functions within an extensive legal framework consisting of private law, mercantile law and public law based on legislation, case law and common law. This framework has as purpose the maintenance of order and justice within the society to ensure peace, development and prosperity for all. The focus in this module is on legal principles and has as outcome the enabling of the public manager to master and manage the most important legal aspects with which he/she is confronted on the various levels of his/her daily work as well as the mastering and application of the rules concerning the interpretation of statutes.

Comparative and Contemporary Public Management Innovation Studies (30 credits)

This module aims to provide participants with the opportunity to study practices of public management innovation by way of international comparative studies or particular case studies. The intended outcome is an understanding of how space is created for service delivery innovation in public sector organisations while adhering to all the regulatory and bureaucratic requirements that typically constrain innovation. The module provides opportunity to identify these factors that may stimulate or stifle innovation and the characteristics of the public innovators. The requirements of this module is fulfilled by means of participation in an international summer school or international lecturer or student exchange programme as well as adherence to the assessment requirements set for these. This module will cost you R11 000 extra but you can apply to add it to your student account.

Advanced Programme and Project Management (30 Credits)

This module is aimed at exploring with participants how to use programme and project management applications together with other tools and practice guidelines in uncertain and dynamic settings in order to enhance their ability to deal with the challenges of their work. These work-related challenges can be regarded as complex operational and tactical management, whereby challenging strategic objectives as defined by the executive are translated into appropriate institutional delivery frameworks. The overarching objective is to equip participants with selected programme and project management applications and skills in such a manner that they can apply it to a real and complex work situation, and understand the benefit, and have the ability to utilise the applications in the interest of their particular beneficiaries and society as a whole towards achievement of immediate outputs and to support sustainable outcomes.

Capita Selecta: Capita Public Sector Risk Management Selecta (30 credits)

There has been a growing awareness of the contribution that effective Risk Management in the Public Sector can make to improving service delivery and meeting Government's Strategic Plans and related objectives. This module aims to provide participants with the opportunity to study practices of public risk management by way of ERM practices within the public Sector. The intended outcome is an understanding of how RM can be implemented and integrated within the public sector. The module provides opportunity to identify and apply RM and how to manage RM. The module includes practical exercises that are relevant and the public sector and focus on the RM processes, managing the processes in a manner that adds value to the organisation. The model's content is aligned with the Learning Curriculum developed by National Treasury for Chief Risk Officers and Risk officers and will assist those participants wishing to use the added advantage that RM brings towards achieving objectives.

Anti-Corruption (30 credits)

Corruption has become a wide-spread problem in society and has reached dangerously high levels within government institutions. This module is therefore designed to build anti-corruption capacity and expertise within government organisations by assisting public officials to better understand the nature and causes of corruption and to react to it through the most comprehensive approaches available. To this end the module includes teachings on the sociological and behavioural dimensions of corruption, the deeper nature of corruption within organisations, the anti-corruption legal framework, and the corruption combatting institutions. And at the practical level - how to implement and maintain an anti-corruption infrastructure which includes established best management and financial practices, the promotion of an ethics culture, and the application of strategic and practical anti-corruption Policy and Programmes – including prevention, detection, monitoring and investigation methods.

Capita Selecta : Integrating Political and Economic Governance for Sustained and Sustainable Growth and Development (30 credits)

(IPEG) comprises three parts/modules:

1) **Development Contexts: Yesterday, Today and Morrow;** 2) **Development Strategies: Orthodox Highways and Heterodox Pathways;** and 3) **Development Redux: Rebellion and Revolution.** The **first part** is an introduction to mainstream and alternative theories of and approaches to development. It analyses the complex relationships between ideology, money and social power; and elaborates the impact and influence of these relationships on politics, economics, policy reform, and state construction/statecraft. The **second part** introduces students to the tools, techniques and technologies undergirding alternative growth and development strategies (for example, India, China, Brazil, Vietnam, Botswana, Russia, Mauritius, Costa Rica, Cuba, Singapore, Japan, South Africa etc.) and how these countries integrated political and economic governance in in progressive (un-neoliberal) reconstruction and transformation formats/schemas (that is, 'getting the politics right (wrong), to get the prices wrong (right)'). The main of this part is to expose participants to the limits, limitations and threats to promoting, sustaining and maintaining pro-poor economic growth and distributional strategies/regimes. The **third part** zones popular on the dynamics and technologies of globalisation/global capitalism, international governance, changes in the nature and substance of democracy; and, most importantly, the reasons and motor forces of the revolutions and rebellions witnessed and playing themselves across the world. In sum, IPEG is a new and cutting-edge course that draws on diverse literatures including public and development administration, economic history, political science, geography, policy reform and governance. It is multi-disciplinary, drawing on knowledge, expertise and experiences of academics, development activists in community-based sectors and non-governmental organisations, government officials and politicians. Individuals from these diverse sectors will host and present classes to enrich the learning and teaching experience.

