MODULE: STRATEGIC MANAGEMENT TECHNIQUES

SUBJECT CODE: CPUG192

MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAMME

UNIVERSITY OF LIMPOPO TURFLOOP GRADUATE SCHOOL OF LEADERSHIP

2018

Prof. Enslin J. van Rooyen

MPA PROGRAMME
COURSE: STRATEGIC MANAGEMENT TECHNIQUES

SUBJECT CODE: CPUG192

STUDY GUIDE AND COURSE OUTLINE

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1. LECTURING DATES:

July 30 – August 1 (3 days)
August 23 – August 24 (2 days)

2. MODULE DESIGNATION

<table>
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<th>Qualification standard (s)</th>
<th>MPA</th>
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<tbody>
<tr>
<td>Faculty</td>
<td>Management and Law</td>
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<tr>
<td>School</td>
<td>Graduate School of Leadership</td>
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<td>Department</td>
<td>MPA Programme</td>
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<tr>
<td>Discipline</td>
<td>Management</td>
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<tr>
<td>Name of Module</td>
<td>Public Management Techniques</td>
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<td>Module Code</td>
<td>CPUG192</td>
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<tr>
<td>NQF Field</td>
<td>Public Management</td>
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<td>NQF Sub – Field</td>
<td>Public Management Techniques</td>
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<td>Year Level</td>
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<td>Credit Total</td>
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<td>Issue Date</td>
<td>July 2018</td>
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<td>Expiry Date</td>
<td>December 2018</td>
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<tr>
<td>Implementation date</td>
<td>01 July 2018</td>
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3. ENTRY ASSUMPTIONS

First degree or equivalent

4. NOTIONAL HOURS

Student Activity Hours for whole module
5. **SYLLABUS**
The following key concepts need to clearly understood and defined:
- An Overview of Strategic Management
- Vision, Mission and Value Statements
- External and Internal Environment Analysis
- Strategy Development and Formulation
- Evaluation and Selection of Strategies
- Implementation of Strategies
- Integration of Strategic Goals and Strategies
- Development of a Strategic Plan
- Strategy for Global Competitive Advantage
- Strategic Leadership
- Strategic Performance Management and Control
- Strategic Decision Enablers
- Sustainable Organization

6. **MODERATION**

7. **FACILITATOR AND CONTACT INFORMATION:**
   Name: Prof. Enslin J. van Rooyen
   Tel: 015 268 4255
   E-mail: enslin.vanrooyen@ul.ac.za

8. **CONSULTATION HOURS**
The facilitator can be contacted during office hours at the above contact numbers or email address for any other query or appointments.

9. **SPECIFIC OUTCOMES**
This module exposes you as a student to contemporary issues on public management, expanding on issues slightly covered in Contemporary Public Administration & Politics. It will equip you with necessary intellectual muscle (theory, concepts and frameworks) to understand the dynamics of public management, and enhance your knowledge in understanding why the South African public sector needs innovative and competitive managers to address issues in societies effectively and efficiently. It is expected that at the end of this module you will be able to:

- Have a clear understanding of what strategic management is and what it entails;
- Understand the importance of strategic management;
- Have good understanding of management process;
- Be able to formulate vision, mission statement, strategic goal, and operational objectives;
- Do an external environmental analysis: pest analysis;
- Understand the Ministerial Decisions and Declarations;
- Differentiate between external environment analysis and internal environment analysis;
• Understand the importance of formulating strategic goals and strategies in an organisation, and how the strategies are implemented;
• Indicate and distinguish between the responsibilities of top, tactical and operational management levels in the implementation of strategic goals and corporate strategies;
• Describe the role of integration and coordination with regard to the successful implementation of corporate goal and strategies;
• Use the balance scorecard principle to develop goals for an organisation, and cascade the goals to tactical and operational levels of organisation;
• Develop control measures for an organisation on the strategic, tactical and operational levels; and
• Develop a strategic plan for an organisation.

10. INSTRUCTIONAL STYLE AND METHODOLOGY
The instruction consists of:
• Lectures
• Individual Assignments
• Group Discussions
• Class Presentations
• Tests
• Examination

Students are expected to consistently attempt to achieve a high level of independent study. Study units must be prepared in advance of lectures, and in accordance with the course content and course programme. Students must further enhance their learning experience by doing extra reading from the list of recommended reading.

11. PRESCRIBED BOOKS


12. RECOMMENDED READING


13. ADDITIONAL RESOURCES

13.1 DATABASES USED BY UNIVERSITY OF LIMPOPO LIBRARY
Contact the librarian of the Faculty of Management) on (015) 268 2959 if you need advice on use of the library.

1. www.sabinet.co.za
SA E – Publications
13.2 Class Notes & Handouts

13.2 Hard Copy Journals in the Library of University of Limpopo

Management journals
1. Academy of Management Journal
2. Academy of Management Review
3. Journal of Management
4. Journal of Management Development
5. Journal of Management Education
6. Journal of Management Studies
7. Management Science
8. Management Today
9. Management Learning

14. ASSESSMENT OF STUDENTS
Forms of Assessment:
Individual assignments, tests and examination.
Final mark: = 100% (Year mark + Exam mark ÷2)
Please Take Note: a 50% year mark is required for examination entry in all MPA modules

15. GUIDELINES FOR ASSIGNMENT:
Assignments should be executed in a scientific scholarly manner – using Harvard system of referencing.
Assignments should be a maximum of 15 typed pages (12 font – 1.5 spacing)

15.1 INDIVIDUAL ASSIGNMENTS
In order for an organisation to achieve competitive advantage, the strategy must be consistent with the organisational internal and external environments, i.e. the leader
must adopt inside-out perspective and the outside-in perspective. Discuss this in relation to your organisation.

Your assignment should have the following format:
a) Title page
b) Table of contents
c) Introduction
d) Body
e) Conclusion
f) List of references

15.2 GROUP PRESENTATION:
Using the resource-based view (RBV), analyse an institution of your choice on how it uses the four determinants of resource value to enhance its competitive advantage.

16. ASSIGNMENT AND TEST CONTRIBUTIONS TO YEAR MARK
Test 1: 30%
Assignment: 20%
Group presentation: 20%
Test 2: 30%

17. STUDY SCHEDULE: CPUG192

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<tr>
<th>DATE</th>
<th>CLASS LECTURE ON</th>
<th>TYPES OF ASSESSMENT</th>
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<tr>
<td>July 30</td>
<td>• An Overview of Strategic Management</td>
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<td>• Vision, Mission and Value Statements</td>
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<td>• Implementation of Strategies</td>
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<td>August 01</td>
<td>• Integration of Strategic Goals and Strategies</td>
<td>Test 1</td>
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<td>• Development of a Strategic Plan</td>
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<td>August 23</td>
<td>• Strategy for Global Competitive Advantage</td>
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<td>August 24</td>
<td>• Strategic Decision Enablers</td>
<td>Test 2</td>
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<td>• Sustainable Organisation</td>
<td>Group Presentations</td>
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*A doctor’s certificate must be provided to the appropriate lecturer to be considered for a special test on medical grounds.*