

**RESOURCE MATERIALS**

**FOR**

**WOMEN IN EDUCATION MANAGEMENT**

**MODULE EIGHT**

**STRATEGIC PLANNING**

Department of Education and Culture  
KwaZulu-Natal, South Africa

Commonwealth of Learning  
Canada

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**Contact for the Programme**

**The Department of Education and Culture  
KwaZulu-Natal  
2<sup>nd</sup> Floor  
Administration Building  
King Dinuzulu Highway  
ULUNDI  
3838**

**THE MODULES IN THIS SERIES ARE:**

- |   |                                     |
|---|-------------------------------------|
| 1. Assertiveness                            | 7. Managing Conflict                |
| 2. Effective Communication                  | 8. Strategic Planning               |
| 3. Self-Management Skills                   | 9. Delegation                       |
| 4. Leadership                               | 10. Conducting Productive Meetings  |
| 5. Understanding the Organisational Culture | 11. Report Writing and Presentation |
| 6. Team Building                            | 12. Interviewing Skills             |

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**STRATEGIC PLANNING**

**Written by**

Jennifer Nombizethu Masuku – Media Advisor (Head), Empangeni Region

Angelina Jefferina Finger – Deputy Principal, Barracu Primary School

Ethney Thembelihle Ntombela - Chief Education Specialist, Empangeni Region

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## **PREFACE**

The Master Strategic Plan (2000 – 2003) of the Department of Education and Culture, KwaZulu-Natal (KZN) has, as one of its main policy objectives ‘the Empowerment of Women Managers in Education’ The Education Human Resource Development Component came up with the initiative for the Women in Education Management Training Programme, to provide training in the area of Education Management.

Although management issues affect both men and women, historically women managers seem to require more training than their male counterparts. There is frequently the perception that many Women Managers in Education, not only in KwaZulu-Natal, but globally, often lack the knowledge and skills required for effective management. Consequently, these materials were developed as part of the effort to develop human capital, especially in the area of Women in Education Management.

These materials are intended for use by people involved in education and they cover the whole range from policy to practice. As the users are spread over various geographical locations, the materials aim to be accessible to as many people as possible, including the rural-based. At the end, the materials should produce women who are ready to take up various key management positions throughout the Province and further afield.

The rationale for developing these materials is that all regions should embark on the meaningful training of Women Managers in Education. The overall skills and knowledge training will continue to be provided to all Education Managers. These training materials generally aim at enhancing management skills. In addition the Training on Materials Development and Materials Review workshops have contributed to capacity building and developing Open and Distance Learning (COL) materials in KwaZulu-Natal.

The successful development of the training materials could not have been realised without the generous support of the collaborating SADC Ministers of Education (Botswana, Namibia and Zimbabwe) and the Namibian College of Open Learning. In this regard, the Department of Education and Culture, KwaZulu-Natal is grateful to Mrs. Matloatsie Masendu (Botswana), Mr. Twaunda Keeja (Namibia), Mr Alfred Illukena (Namibia). Mrs Patricia Rutanhira (Zimbabwe), Mr Africa Moyo (Zimbabwe), Mr Gray Nyathi (Zimbabwe), Mr Rodgers Sisimayi (Zimbabwe) for the background training, support and advice they provided, to facilitate the realisation of the programme.

Without the administrative leadership and professional support of Honourable E.E.N KaNkosi-Shandu Minister of Education and Culture, KwaZulu-Natal, Mr N S Shamase – Deputy Director General Professional Services, Mr P M Ntshangase – Chief Director Human Resource Manager and Development, Ms A N Cele, Mr M R C Msweli and Mr S L N Kheswa, the programme would not have been successful.

The development of the course materials has been achieved through the joint responsibility and commitment of all together with eight regions of the Department of Education and Culture, KwaZulu-Natal and the course writers as reflected in the training modules.

The Province of KwaZulu-Natal is grateful for the level of human capital developed through this exercise. Altogether, 37 Course writers were trained. 10 Secretarial and Administrative Staff received training in basic desktop publishing.

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.....  
**Dr M A M Jarvis**  
**Superintended – General**  
**Department of Education and Culture**  
**KwaZulu-Natal**

## **Acknowledgements**

These modules were developed by a team of writers from the Department of Education and Culture, KwaZulu-Natal, South Africa with the assistance of external development team:

### **Workshop Development Team**

Ms Kgomotso Motlotle, Education Specialist, Commonwealth of Learning, Canada  
Mr Rodgers Sisimayi, Manager of Training, Public Service Commission, Zimbabwe  
Mr Alfred Ilukena, Deputy Manager, Human Resources Development, Namibia  
Ms Matloatsie Masendu, Principal Education Office, Ministry of Education, Botswana

### **Programme Co-ordinators**

Mr Sibusiso Lincoln Nkosinathi Kheswa, Deputy Chief Education Specialist Education Management Development, KZN

Mr Mandlenkosi Refuge Msweli, Deputy Chief Education Specialist Education Management Development, KZN

Ms Adelaide Ntombizonke Cele, Chief Education Specialist, Education Management Development, KZN

### **Writing Team Leaders**

Mr Africa Moyo, Education Officer – English, Zimbabwe  
Mr Gray Nyathi, Education Officer – English, Zimbabwe  
Mr Tuaunda Keeja, Manager: Marketing & Learner Support, NAMCOL, Namibia  
Ms Patricia Rutanhira, School Head, Zimbabwe

### **Writers**

Ms Phumzile Kganye  
Mr Mandlenkosi Msweli  
Ms Veronica Thandeka Sokhela  
Ms Sandi Hill  
Ms Thulisiwe Beauty Dlamini  
Mr Cyril Bonginkosi Gumede  
Ms Busaphi Eleonor Machi  
Ms Jennifer Ntombizethu Masuku  
Ms Angelina Jefferina Finger  
Ms Ethney Thembelihle Ntombela  
Ms Nokuthula Glenrose Ndlovu  
Mr Sibusiso Lincoln Nkosinathi Kheswa  
Mr Steven Sibusiso Ngobese  
Ms Christie Coetzer  
Ms Vijialakshmi John  
Ms Nomsa Nkosi

Mr Francis Nzama  
Mr Richard Bhekeni Sibiya  
Ms Shobana Mandraj  
Dr Thabisa Dumisa  
Ms Busisiwe Joyce Mbatha  
Mr Nhlanhla Shadrack Shandu  
Ms Phindile Ngcobo  
Mr Musawenkosi Eric Mabaso  
Ms Thandiwe Mthembu  
Ms Peggy Busisiwe Msimango  
Mr Sizolwethu Bongumusa Mayise  
Mr Sicelo Thulasizwe Mkhize  
Ms Zani Buthelezi  
Ms H Mahomed  
Ms Lynn Phillips  
Ms Jean Choudree

Ms Bongiwe Thandiwe Ntombinkulu Xaba  
Ms Makhosazana Elaine Tiny Masinga

Ms Zandile Phumzile Khumalo  
Mr Thulani Clement Ngubane

### **Editorial Team**

Mr Steven Sibusiso Ngobese  
Ms Christie Coetzer  
Ms Vijjalakshmi John  
Ms Makhosazana Elaine Tiny Masinga  
Ms Lynn Phillips  
Ms Shobana Mandraj  
Ms Zani Buthelezi  
Ms Nomsa Nkosi

### **Secretarial Team**

Ms Corrine Strydom  
Ms Lynn Lund  
Ms Peggy Sbhongile Duma  
Ms Johanna Rousseau  
Ms Nompumelelo Nelisiwe Langa  
Ms Thandeka Mdlalose  
Ms Matildah Chiya.  
Ms Nokuthula Madlala  
Ms Tabeth Chirima (Zimbabwe)  
Ms Egnés Sibindi (Zimbabwe)  
Ms Ayanda Xolelwa Bokwe (University of Fort Hare, Eastern Cape)

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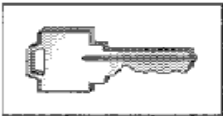
## **EXPLANATION OF ICONS**

**Icons are graphic signs that require you to undertake specific activities.**



**Read Text**

Read the text provided in the Unit.



**Key Words**

Main words or concepts that are important in the Unit.



**Self Evaluation**

Carry out an activity that is based on the content you have just read.



**Practise Activity**

Apply the knowledge and skills you have just learnt.



**Assessment Task**

Demonstrate your understanding and application of knowledge and skills learnt.



**Important-take note!**

The answers to the activity are provided at the end of the Unit.



In the light of the text you have read, think through your own practice

## Reflection



## Unit Test

There is a test which you should do before proceeding to the next Unit.



## Module test

At the end of every module, there is a test you should do before proceeding to the next module.



## Summary

Highlights of the main ideas or concepts covered in the Unit.

## **INTRODUCTION**

This module discusses challenges that face Women In Educational Management (WIEM) and those still aspiring to be managers. It is a fact that many women in managerial positions are often left out in the cold while other people watch and wait for their failure. They do not enjoy the necessary support they deserve, considering the limited exposure and experience they have as against those who have been longer in positions.

This module therefore, exposes women to the roles they need to play in educational management. It also reminds them that there are high expectations regarding their performance. It will empower women in strategic planning.

## **AIMS**

- To promote the advancement of women.
- To equip the reader with strategic planning skills.
- To sensitise women and the other stakeholders to managerial roles.
- To expose women to the barriers that they face on their way to the top.
- To assist women overcome such barriers.

## **CONTENT**

To realize the stated aims, the content in this module is presented in eight Units as follows:

1. Strategic Management
2. The Influence of the Environment On Women Managers
3. Cultural Diversity
4. Resources
5. Communication of Plans
6. Promoting the Participation of Women as Managers
7. Empowerment of Women as Educational Managers
8. Developing Professionalism