



**COLLEGE OF BUSINESS AND ECONOMICS**  
**SCHOOL OF PUBLIC MANAGEMENT, GOVERNANCE AND PUBLIC POLICY**  
**DEPARTMENT OF PUBLIC MANAGEMENT AND GOVERNANCE**  
**FINAL MAIN SUMMATIVE ASSESSMENT 2017**

**PROGRAMME:** BA PUBLIC MANAGEMENT AND GOVERNANCE

**MODULE:** PUBLIC LEADERSHIP AND LOCAL GOVERNANCE

**CODE:**PLG 3B21

**DURATION:** 3 HOURS

**MARKS:** 100

**DATE OF EXAM:** November 2017

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**EXAMINER(S):** Mrs Samantha Layton Matthews & Prof Koos Pauw

**MODERATOR:** Dr Danielle Nel

**EXTERNAL EXAMINER:** Mr A Van Schalkwyk (UNISA)

**THIS QUESTION PAPER CONSISTS OF:** 2 pages

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**Instructions to students:**

1. Write the number of each question answered clearly in the space provided on the cover of the examination answer book.
  2. Begin each answer on a new page.
  3. Begin each section on a separate answer sheet.
  4. Number your answers exactly as the questions are numbered.
  5. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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**SECTION A: MUNICIPAL ORGANISATIONAL DESIGN AND LEADERSHIP:**

Mrs Samantha Layton Matthews

**Answer any TWO (2) questions from Section A**

**QUESTION 1 – (25 Marks)**

Describe and discuss the mechanisms for accountability and political oversight in municipalities.

**QUESTION 2 – (25 Marks)**

Discuss the context of organisational effectiveness and performance and how this supports good local governance.

**QUESTION 3 – (25 Marks)**

Discuss transformational leadership and the varied leadership characteristics, styles and attributes that can be used to achieve this.

**SECTION B: DEMOCRATISING SERVICE DELIVERY:**

Prof K Pauw

**Answer any TWO (2) questions from Section B**

**QUESTION 4 – (25 Marks)**

Analyse the responsibilities of the municipal manager in managing the financial administration of a municipality.

**QUESTION 5 – (25 Marks)**

Explore the role of external agencies involved in municipal finances with specific reference to Provincial and National Treasuries, and the office of the Auditor-General.

**QUESTION 6 – (25 Marks)**

Assess the role of internal structures responsible for municipal finances with specific reference to audit committees, internal audit committees, and municipal public accounts committees.

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