



COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF PUBLIC MANAGEMENT, GOVERNANCE AND PUBLIC POLICY
DEPARTMENT OF PUBLIC MANAGEMENT AND GOVERNANCE
MAIN FINAL YEAR SUMMATIVE ASSESSMENT 2018

PROGRAMME: BA PUBLIC MANAGEMENT AND GOVERNANCE

MODULE: PUBLIC ORGANISATIONAL DEVELOPMENT (OD)

CODE: PMG 3D21/ PMG 3D33/ PMG3D23

DURATION: 3 HOURS

MARKS: 100

DATE OF EXAM: November 2018

EXAMINERS: Ms Y Bernhardt (APK)

MODERATOR: Prof S Vyas-Doorgapersad (APK)

EXTERNAL EXAMINER: Prof W Webb (UNISA)

THIS QUESTION PAPER CONSISTS OF: 3 pages

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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Answer any FOUR (4) questions

QUESTION 1– (25 Marks)

Evaluate the key dimensions of organisational structures with specific reference to the following:

- Span of control
- Work specialisation
- Division of labour
- Chain of command

Illustrate your answers with practical examples.

QUESTION 2– (25 Marks)

Discuss conflict as a natural dynamic in organisations with specific reference to the following aspects:

- Difference between conflict and competition
- Types of organisational conflict
- Constructive and destructive conflict

Illustrate your answers with practical examples.

QUESTION 3– (25 Marks)

Discuss the common traits of an adaptive organisation. Illustrate your answers with practical examples.

QUESTION 4– (25 Marks)

Comprehensively analyse organisational transformation with specific reference to the following aspects:

- The benefits of strategic alignment and its application in the public sector
- The role of public managers as change agents

Illustrate your answers with practical examples.

QUESTION 5– (25 Marks)

Analyse organisational effectiveness with specific reference to the following aspects:

- The correlation between service delivery improvement and organisational effectiveness
- The main characteristics of four tools and models to measure efficiency and performance.

Illustrate your answers with practical examples.