



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Public Management, Governance and Public Policy
DEPARTMENT	Public Management and Governance
CAMPUS(ES)	APK
MODULE NAME	Public Organisational Development (OD)
MODULE CODE	PMG 3D21/ PMG 3D33/ PMG3D23
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Final Summative Assessment Opportunity (FSAO) November 2019

ASSESSMENT DATE		SESSION	
ASSESSOR(S)	Prof S Vyas-Doorgapersad		
MODERATOR(S)	Prof Werner Webb (UNISA)		
DURATION	3 hours (180 min)	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	3
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INFORMATION/INSTRUCTIONS:

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- This is a closed-book assessment.
 - There are 5 questions. (In total you must answer 4 questions)
 - Answer each question in a separate book.
 - Read the questions carefully and answer only what is required.
 - Number your answers clearly and correctly as per the question paper.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
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QUESTION 1

[25 MARKS]

Discuss typical organizational structures with specific reference to the following:

- Functional or hierarchical structures
- Matrix structures
- Virtual, networked or cluster structures

Illustrate your answers with practical examples.

QUESTION 2

[25 MARKS]

Discuss organisational culture and climate in organisations with specific reference to the following aspects:

- Significance and influence of organisational culture and climate in effective organisations
- Variables that can affect organisational climate and culture
- Relation between workplace climate and organisational culture
- Climate surveys as tools for more effective and productive organisations

Illustrate your answers with practical examples.

QUESTION 3

[25 MARKS]

Discuss and evaluate organisational change with specific reference to the following aspects:

- Strategies to adapt to environmental changes in creating an adaptive and nimble organisation
- Significance of and reasons for resistance to change

Illustrate your answers with practical examples.

QUESTION 4

[25 MARKS]

Analyse the stages in the strategic management process. Illustrate your answer with practical examples.

QUESTION 5

[25 MARKS]

Discuss performance management with specific reference to the following aspects:

- Performance measures vs performance indicators
- Typical steps associated with the implementation of a comprehensive performance management system

Illustrate your answers with practical examples.

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