

DO NOT REMOVE THE QUESTION PAPER FROM THE EXAMINATION HALL

UNIVERSITY OF LONDON

CENTRE FOR FINANCIAL AND MANAGEMENT STUDIES

MSc Examination
Postgraduate Diploma Examination
for External Students

91DFM C206

91DFM C306

PUBLIC POLICY AND MANAGEMENT
PUBLIC MANAGEMENT

Managing Organisational Change

Specimen Examination

This is a specimen examination paper designed to show you the type of examination you will have at the end of this module. The number of questions and the structure of the examination will be the same but the wording and the requirements of each question will be different. Best wishes for success on your final examination.

The examination must be completed in **THREE** hours.

Answer **THREE** questions, selecting *at least* **ONE** question from **EACH** section. The examiners give equal weight to each question; therefore, you are advised to distribute your time approximately equally between three questions.

PLEASE TURN OVER

Answer **THREE** questions, at least **ONE** from **EACH** section. Both parts of two-part questions earn the same marks.

Section A

Answer at least **ONE** question from this section.

1. *Answer both parts of the question.*
 - a) How does a systems view of organisations help to understand how organisations change? (50% of the marks)
 - b) What are the limits of systems theories? (50% of the marks)

2. *Answer both parts of the question.*
 - a) Was the experiment with autonomous agencies in Thailand a success? (50% of the marks)
 - b) What were the main influences on the success or failure of the experiment? (50% of the marks)

3. Is 'organisational culture' a useful idea for managers trying to bring about transformational change in an organisation? Illustrate your answer with reference to a case study or studies of your choice.

4. *Answer both parts of the question.*
 - a) How might a change to network organisational structures improve service provision in public sector organisations? (50% of the marks)
 - b) Why are network structures not in particularly widespread use in public sector organisations? (50% of the marks)

Section B

Answer at least **ONE** question from this section.

5. *Answer both parts of the question.*
 - a) Are public sector organisations always 'political systems'? (50% of the marks)
 - b) What do managers need to understand about political behaviour in organisations if they want to bring about change? (50% of the marks)

6. *Answer both parts of the question.*
 - a) What is organisational leadership? (50% of the marks)
 - b) Is leadership a necessary element of the management of change? (50% of the marks)

7. '...governments and organizations within governments have been, and are, seriously disadvantaged as learning organizations.' (Resenthaler & Thomson, 2001)
Can public service organisations be 'learning organisations'?
8. Is Organisational Development useful in the public sector?

[END OF EXAMINATION]