



PAN AFRICA CHRISTIAN UNIVERSITY

DOCTORATE DEGREE IN LEADERSHIP

END OF SEMESTER EXAMINATION

DEPARTMENT - LEADERSHIP

COURSE CODE – POLD 704

ORGANIZATIONAL BEHAVIOR

EXAM DATE –

TIME –

Duration - 3 HOURS

Total Marks: 20

Exam Structure:

- **Section A (10 Marks): Compulsory Case Study**
- **Section B (10 Marks): Choose ONE question from three provided**

SECTION A: COMPULSORY CASE STUDY (10 MARKS)

QUESTION 1 – COMPULSORY (10 MARKS)

Case Study: Operations Strain at Northern Logistics Ltd.

Northern Logistics Ltd. is a mid-sized distribution company with 450 employees.

Over the last eight months, the company introduced new delivery tracking software and restructured departments to reduce duplication.

Although the restructuring was meant to create efficiency, employees report:

- Delayed decision-making
- Tension between supervisors and teams
- Confusion about new reporting lines
- Decline in motivation and cooperation
- Complaints about “unclear communication” from leaders
- Increased errors in scheduling and dispatching

A brief internal assessment identified:

- Inconsistent leadership behavior across departments
- Mixed reactions to the technology change
- Rising conflict between older drivers and younger dispatch officers
- Unclear cultural norms after the restructuring

Management wants a diagnostic report explaining why operational behavior has shifted and what interventions are required.

a) Using three Organizational Behavior (OB) concepts (choose from: motivation, perception, communication, leadership, teams, culture), **analyze the most likely behavioral causes** of the problems at Northern Logistics Ltd.

(Provide a structured and theory-based explanation.)

(5 Marks)

b) Recommend three practical interventions, each linked to one specific OB concept you used in (a), that can stabilize performance and improve organizational functioning.

(Be concise and realistic—one paragraph per intervention.)

(5 Marks)

SECTION B: CHOOSE ONE QUESTION (10 MARKS)

QUESTION 2: Leadership and Organizational Behavior (10 Marks)

a) Explain **two leadership theories** and show how each influences employee behavior in a changing organization.

(6 Marks)

b) Evaluate how leaders can reduce uncertainty and resistance when implementing new processes or systems.

(4 Marks)

QUESTION 3: Motivation and Work Behavior (10 Marks)

a) Compare **Herzberg's Two-Factor Theory** and **Self-Determination Theory**, highlighting one strength and one limitation of each in modern workplaces.

(6 Marks)

b) Apply **either theory** to recommend two motivation strategies suitable for an organization undergoing restructuring.

(4 Marks)

QUESTION 4: Organizational Culture and Change (10 Marks)

a) Using **Schein's three levels of culture**, describe how cultural elements can influence employee response to organizational change.

(6 Marks)

b) Identify **two cultural signals** leaders can use to reinforce new behaviors during change implementation.

(4 Marks)