



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL
LEADERSHIP DEVELOPMENT**

SEPTEMBER – DECEMBER 2019

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: POLD704

COURSE TITLE: ORGANIZATION BEHAVIOUR

EXAM DATE: TUESDAY 10TH DECEMBER, 2019

TIME: 7:00PM – 10:00PM

DURATION: 3 HOURS

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer question **ONE** and **any other TWO** questions

SECTION

A (Compulsory)

1. The Africa Union (AU) has appointed you the Special Envoy to Southern Sudan to lead the reconciliation process that saw a hitherto progressive government of two former allies split right at the middle. Part of your job is to come up with practical solutions based on Classical and current theories. Drawing on the relevant theories, present a discussion on the way forward for this North African country. **(10 Marks)**

SECTION B (Answer TWO Questions in this section)

2. Having being appointed recently to the position of Chief Operating Officer of a multinational company, you realize that the employees are having poor work relationships due to their different racial orientations. You very well know that if this continues, production and the reputation of the company is at risk. Design a strategy that would bring back motivation and citizenship behaviors in the company and provide a rationale for the choice each of these behaviors. **(5 Marks)**

3. Ken, one of the new employees has been having a really hard time coping with the new work environment. A quick preview of his resume shows he is a seasoned professional in his field of work. As the Human resource manager, you realize that his greatest challenge is to harmoniously work with this new team of colleagues. Analyze the effects of personality, perceptions, attitudes and emotions and advice Ken on how he can use these individual differences as strengths to help him excel at his new station of work. **(5 Marks)**

4. A few months ago, a local Church headquartered in Nairobi was in the news when the head of the Church publicly blasted his top leadership and accused them of undermining his leadership, a situation that not only led to a fall-out but also subjected the Church of Jesus Christ to ridicule. Critically assess the organizational democracy dynamics would have led to an amicable resolution to this impasse. **(5 Marks)**

5. The latest sitting President to be ousted by mass action in Africa is H.E Omar Bashir, the President of the Republic of Sudan. Before him, there was H.E Hosni Mubarak of Egypt and almost the same period the legendary H.E Muhammad Ghaddafi. Evaluate the circumstances under which these leaders were ousted and what they should have done to prevent their ouster in relation to justice and ethics norms you studied in this course. **(5 Marks)**