



**PAN AFRICA CHRISTIAN UNIVERSITY**

**SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY**

**UNIVERSITY EXAMINATIONS FOR THE DEGREE OF DOCTOR  
OF PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP**

**MAY-AUGUST 2018**

**CAMPUS: ROYSAMBU & VALLEY ROAD**  
**DEPARTMENT: LEADERSHIP**  
**COURSE CODE: POLD804**  
**COURSE TITLE: ORGANIZATION BEHAVIOUR**  
**EXAM DATE: WEDNESDAY 8<sup>th</sup> AUGUST 2018**  
**DURATION: 2 hours**  
**MODE: ONLINE**

**INSTRUCTIONS**

- Read all questions carefully.
- ANSWER **QUESTION ONE** AND ANY OTHER **TWO** QUESTIONS(**20 Marks**)
- You are expected to be comprehensive in each of your answer.

### **Question One (Compulsory)**

Magenta Limited is a medium sized company in the fast moving consumer goods industry. Of late the company has seen its financial performance worsen. The board of directors is grappling with ways of stemming this slide in performance and has, among other causes, noted that productivity has significantly reduced over the same period. The board has now decided to hire your services as an organizational development expert. On studying the recent organizational changes at Magenta, you realize that the organization has recently undergone reengineering of its business processes so as to move away from individual work performance and performance measurement to a team based system of both its production and marketing teams.

- a) Advise the board regarding how they could ensure that the teams are more effective (6 Marks)
- b) How would diversity management of the teams be useful to Magenta? (4 marks)

### **Question Two**

As the CEO of a large organization facing stagnation, you have decided to mobilise your management team to encourage the organization and individuals within it to be adaptive so as to not only survive the turbulent times but also set the organization on the path of renewed growth. Discuss how you and your management team can ensure your subordinates improve their self-efficacy and creativity.(5 marks)

### **Question Three**

A growing number of companies are operating in more than one country both within and outside their continents of domicile. Using a transnational organization of your choice as an example, illustrate how you would approach the management of culture in such a scenario so as to ensure optimum performance. (5 Marks)

### **Question Four**

“Illusion of power can be just as effective as actual power.” Discuss this statement with reference to how an organization with which you are familiar has used the various types of power to achieve organizational efficiency and effectiveness. (5 marks)

### **Question Five**

The classical theories of organizational management argued that there is “one best way” to structure organizations. Explain how neo-classical approaches have differed with this position and shaped organizational management, citing their applicability to contemporary organizations. (5 Marks)